

Title: Psychological Contract Experience of Survivor
First-line Managers during Organisational
Downsizing
The Mediating Influence of Culture in Nigeria

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Psychological Contract Experience of Survivor First-line Managers
during Organisational Downsizing

The Mediating Influence of Culture in Nigeria

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MPhil Thesis

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The Psychological Contract Experiences of Survivor First-line Managers
during Organisational Downsizing

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This thesis is submitted in partial fulfilment of the
requirement for the degree of Master of Philosophy

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Dedication Note

This thesis is dedicated to God for his grace over my life and to my
beloved mother

Acknowledgement

I will like to acknowledge a number of people for their support and invaluable contribution during the course of this project. First I wish to acknowledge the Almighty God for his grace over my life. Although, it was tough and challenging but his grace is always with me.

Secondly, I wish to express my appreciation for members of my family for enduring with me, for all their prayers throughout the course of this project. I want to thank them for their words of encouragement especially to my beloved Mother and mentor for having to bear the pain of my absence when she needed me most. God will enrich and bless you all in Jesus name Amen.

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Abstract

Purpose: The purpose of this research is to investigate the effect of breaches psychological contract on survivor first-line managers during organisational downsizing in Nigeria. Secondly, the influence of national culture on their responses to such perceived breaches

Literature: Psychological contract PC is an important concept in understanding work relationships, and the obvious impact the construt has on organisational outcomes (Zhao et al., 2007). It is described as a mental model or schema which helps individuals to understand and interpret employment relationships (Rousseau, 1989). The study of PC has increased in recent times because of increasing emphasis on lean management or cost cutting which usually result in perception of breach (Datta et al., 2010). In the past, researches on psychological contract have focused on the understanding of the conditions under which perception of breach arise; the conditions under which perceptions of breach are stronger or weaker; and the conditions that mediate the effects and feeling of breach (Zhao et al., 2007). Most studies on PC have focussed on victims and have been carried out in western context (Sronce and McKinley, 2006; Sparrow, 1998). Researchers have therefore advocated the need for a research to be carried in a non-western context as cognition and perception of PC is said to be influenced by culture. This informed the focus of this investigation, and to focus on survivor-managerial employees because paucity of research on survivors in Nigeria.

Research Methodology: The research study adopted a qualitative approach using one-to-one interviews. The data were collected in two staged interviews process. The first started with review of extant literature in the subject area. Semi-structured interviews were used to interview seven participants of managerial cadre who survived downsizing exercise. The second stage equally employed Semi-structured interviews with identified survivor managers. In this stage 13 interviews were conducted. The two stages are complimentary in order to deepen knowledge and

gain insight into lived experiences of surviving managers and how culture influences their attitudinal behaviours during downsizing. All data were analysed inductively using interpretative phenomenological analysis IPA

Findings: Findings from this study had shown that emotional/psychological experiences and feelings such as anxiety, uncertainty, job insecurity, reduced motivation, and reduced effort/productivity as well as intention to leave experienced by survivor managerial employees consistent with findings from Anglo-American cultures are not cultural bound. The findings indicate that, although managerial survivors were unhappy and dissatisfied with events in the workplace, their work-related attitudes and behavioural responses such as commitment & loyalty were positive. This positive attitudinal response is said to be mediated or influenced by societal cultural values like religious beliefs, extended family obligations, the value of dependency, faith in God, spirituality and high level of unemployment. The findings also indicate the valence of religious beliefs, and faith in God when survivor employees face unforeseen, difficult and unpleasant situations including downsizing in Nigeria.

Key words: Psychological, contract, survivor, managers, organisation, downsizing, culture, experiences, responses, breaches, Nigeria

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List of Abbreviations

BRIC	Brazil, Russia, India & China
CBN	Central Bank of Nigeria
EVLN	Exit, Voice, Loyalty & Neglect
GDP	Gross Domestic Product
HRM	Human Resources Management
IFC	International Finance Corporation
IMF	International Monetary Fund
IPA	Interpretive Phenomenological Analysis
JT	Justice Theory
LSE	Lagos Stock Exchange
NIDB	Nigeria Industrial Development Bank
NSE	Nigeria Stock Exchange
OCB	Organisational Citizenship Behaviour
PC	Psychological Contract
PCB	Psychological Contract Breach
SAP	Structural Adjustment Programme
SET	Social Exchange Theory
TCPC	Technical Committee on Privatization & Commercialization

Chapter 1 Background of the study

1.0 Introduction

This chapter presents the background of the study investigation and outline the key themes of the study such as the relationship between psychological contract PC and culture, PC and organisational downsizing, the study rationale and the problems of the study. The chapter would also detail the aim and objectives, the importance of the study and the gap in literature.

1.1 Background of the study

The study of psychological contract has generated a lot of attention in the past 2 decades (Restubog et al. 2008). The popularity of this concept is based on increasing implementation of change management programs variously referred to as downsizing, reorganisation, right-sizing, restructuring, and rationalization by most organisations and its attendant impact on work relations (Chaudhry, Coyle-Shapiro, and Wayne, 2011). For instance, literature has shown that there is significant effect on employment relationship and psychological contract PC during organisational downsizing (Shore et al., 2004; Chaudhry et al., 2011). The effect on employment relations and subsequent impact on psychological contact may stem from the fact that most change programs such as downsizing, or reorganisation often result in workforce reductions. Those whose employments are terminated (victims) and survivors of such downsizing exercise may perceive the action of management as breach of psychological obligations. Although, evidence had shown that the urge to downsize is often based on the need to adapt to ever changing business environment (Datta et al., 2010). However, a number of effects or experiences (psychological, social & financial) are said to have been noticed amongst the victims and survivor employees in the studies carried out mostly in the Western culture (Cascio and Young, 2003; Restubog et al., 2006). Therefore, understanding how organisational survivors particularly the managerial group experience and respond to perceived implicit contract breach during downsizing is important. Also, exploring

survivor first-line managers' experience in a culturally different context like the developing (non-western) context is equally vital.

Psychological contract (PC) is defined as a set of beliefs held by an individual employee regarding the terms and conditions of the exchange agreement between the individual and the employer (Rousseau, 1989; Rousseau, 1995). For early theorist, like Argyris (1960) cited in Cullinane and Dundone (2006), psychological contract is the power of the entrenched nature of perception that parties to employment relationship hold about such social relationship. The perceptions are based on expectations from individual employees and the organisation covering obligations, privileges and rights which help to shape their work relationship. Psychological contract PC is described as an important concept in understanding work relationships, and the obvious impact the construt has on organisational outcomes (Zhao et al., 2007). It is also described as a mental model or schema which helps individuals to understand and interpret employment relationships (Rousseau, 1989). The schemas are based on perceived promises conveyed to employees through varied means such as discussions, documents and practices (Thomas et al., 2003). This implies that the contract may not be agreed by both parties but only in the eye of the beholder. Psychological contract which is said to reflect implicit and unvoiced expectations in work relationship is changing because traditional employment relationship is out of touch based on emerging complex organisational environment (Cullinane and Dundon, 2006). Employment process and work place relationships are becoming increasing complex and easily broken to suit changing market conditions. The parties at the nexus of the exchange agreement is likely to either intentionally or unintentionally fail to fulfil the terms of the agreement when they do not agree or understand the conditions. Such failure by either party to meet the implied conditions or obligations will be perceived as a breach (Rousseau, 1995; Tekleab and Taylor, 2003), and employees often respond negatively when they experience breach. In the past, researches on psychological contract have focused on the understanding the conditions under which perception of breach arise; the conditions under which perceptions of breach are stronger or weaker; and the conditions that mediate the effects and feeling of breach (Zhao et al., 2007). Because, psychological contract has been described as an individual mental

schema, its understanding and interpretation will differ from person to person including the perception of breach.

For employees including the first-line managers who survived organisational downsizing, the way they would experience perceived breach of implicit contract may likely vary from person to person. In Nigeria, first line managers are those who occupy the first reporting responsibility in an organisation. The common term used for this groups are departmental heads or heads of department. They often have some roles to play in managing employees within the department which may include responsibilities for appraisals, promotion and retrenchment decisions. The word 'survivor' here refers to those departmental heads who were part of the organisation, may or may not have played some role during downsizing but unlike those who lost their jobs during the exercise remained in the organisation. According to Bujang and Sani (2010), management survivors experience psychological, social and financial effects on themselves and their families. Similarly organisational downsizing involving workforce reduction has been found to elicit emotional & behavioural responses and reactions from the individuals who witnessed such change management events (Mossholder et al., 2000). It has therefore become important to understand the experience of survivors since survivors may respond to change in different ways (Thomas et al., 2003). The way survivors would experience or respond to psychological event depends largely on their individual perception, beliefs, cognitions and socio-cultural environment. This is because psychological contract is a mental schema, and its understanding and interpretation is dependent on individual beliefs, cognitions, perceptions as well as cultural orientations (Rousseau, 1989)

It is therefore imperative, that in this age of globalisation and incessant downsizing practice, the need to consider cultural differences of organisational employees such as survivor first-line managers is important. According to Thomas et al. (2003) individual cultural differences affect their cognition of psychological contract formation, their perception of violations and behavioural responses to such violations. In addition, Sparrow (1998b) and Westwood et al., (2010) have noted that national and cultural values influence individual's perceptions and judgements and shape the way they respond to events. My understanding from this is that individuals from diverse cultural backgrounds are likely to perceive, behave and interpret work

place events including employment relationships differently during change process. This understanding is supported by Dadi's (2012) work in which cultural obligations and extended family system were indicated as factors that influence the psychological contract experience of black workers in UK. This study aims to investigate how survivor first-line managers' experience and respond to perceive psychological contract breach in a culturally different (non-western) environment like Nigeria during organisational downsizing.

This introductory chapter will provide an overview of the issues under investigation. It will present brief explanation of the relationship between psychological contract (PC) and culture, although each of these concepts (PC & culture) would be discussed in detail in chapter three. Other issues that the chapter would provide brief accounts include; the relation between psychological contract and organisational downsizing which will be discussed in detail in chapter three; survivors' experience & response to perceived breach of implicit contract during downsizing; human resource management HRM challenges in Nigeria; the problem of the study; aim and objectives; research questions; importance of the study; and the structure of the thesis.

1.1.1The Relation between Psychological contract and culture

This section would look at the relationship between psychological contract (PC) and culture, and the influence of one's cultural orientations to conceptualisation and interpretation of the psychological contract experience. Research evidence has noted that, although, the initial conceptualisation of psychological contract emphasizes the importance of culture (e.g. Levinson et al., 1962), contemporary research has largely neglected this influence (Thomas et al., 2003). Culture is defined as being a mental programming from past experience, which distinguishes the members of one group, society or nation from another (Hofstede, 1983, 2001). It is a way of life, way people solve problems and reconcile dilemmas (Akporherhe, 2002), and as major determinants of the way people think or behave (Kessapidou & Varsakelis, 2002). Empirical research has identified cultural differences as being responsible for variation in individual perception and interpretation of psychological contract (Dadi, 2012). Dadi argues that culture shapes the way people interpret and perceive exchange agreements. Psychology as a construct is defined in the Oxford

English Dictionary as the mental characteristics of a person which affects behaviour in a given context. Hence psychologists explore concepts such as perception, cognition, emotions and behaviour. Some researchers argue that cultural obligations are psychological. According to them, culture is embedded within an individual employee, and they carry it from one organisation to another (Olurode, 1994; Dadi, 2012). In same vein, Kotter (1973) argued that an employee must match his/her cultural obligations with his/her organisational obligations in order for psychological contract to continue. Furthermore, institutions within each society like education and the family system influence individual characteristics including behaviours (Rousseau & Schalk, 2000). For instance, in Nigeria, individuals are seen more as part of the larger family than as individual, and expected to bear semblance to his/her ancestral lineage. The actions of such individual are expected to be guided by the dictates of the larger family values, norms & situations. Triandis (1995) argued culture as part of psychology and stressed that shared values of social group play significant roles in individuals' cognitive, emotional, and social functioning. The differences in individual culture may likely influence how the individual characterise recognise, perceive breach of implicit contract and behavioural responses to such breaches (Thomas et al., 2003). My understanding is that the psychology of an individual may play significant role in the way he/she conceptualise, interpret, experience and behave when there is a perceived breach of his/her psychological contract. This implies that cultural values and beliefs may influence survivors' perception and behaviours towards events in workplace. Therefore, the difference in societal institutions like customs or laws, economic environment, family system and cultural values between the west and developing country such as Nigeria informed this investigation of the psychological contract experience and responses of survivor first-line managers in Nigeria. As Blunt & Jones (1992) argued, western derived and tested arguments may not fully explain organisational problems in developing countries such as Nigeria because of cultural differences. This is particularly true if such arguments are derived from subjective concepts like individual beliefs, perceptions and experience during organisational downsizing in culturally different context. Hence, the next section would explore the relationship between psychological contract and organisational downsizing.

1.1.2 Psychological contract and organisational downsizing

Organisational downsizing is a set of activities aimed at manpower reduction in order to improve organisational efficiency, productivity and competitiveness (Cameron et al., 1991; Kulkarni, 2008). Downsizing has been argued to have both positive and negative effects to employees who have been downsized (victims) and those who remain behind (survivors). It has been found to provide new opportunities for employees willing and ready to seize them, lower overhead, increase training opportunities, increase team work, job enrichment and improved profitability (e.g. Evans, 1997; Appelbaum et al., 1999; Kulkarni, 2008). The negative effects of downsizing from study evidence include, reduced trust in management, insecurity, fear, uncertainty, stress work conditions, demotivation, lower commitment and job satisfaction and break down of psychological contract (see Atwood et al., 1995; Rousseau, 1995; Buono, 2003). Studies in the past have established a relationship between downsizing and perceived psychological contract breach (Bordia et al., 2008). Research evidence indicate that during downsizing, senior managers in-charge of relevant policies acknowledge that organisations often fail (partially or completely) to uphold their promises and commitments (Guest, and Conway, 2002a). This usually exposes employees including survivors to diverse demands and experiences such as threats of redundancy and increased responsibility (McCann et al., 2008). Their inability to control the high work demands and pressure may result in negative organisational behaviours and perception of breach (Doyle et al., 2000; Zhao et al., 2007; Datta et al., 2010). This implies that organisational transition such as downsizing may impact on survivor employee psychological obligations, and invariably affect their psychological experience, and behaviours toward implicit obligations.

Organisational downsizing is not new to Nigerian environment, although, the literature on the subject matter is still developing. Evidence of organisational downsizing has been recorded in Nigeria both in public and private sector organisations. The examples are the public sector reforms (1975 & 1984), the banking consolidation and the current widespread downsizing engineered by the global financial crises (Adegoroye, 2006; Oluba, 2008; Ayinde, 2011). The outcomes of these downsizing exercises include mass layoffs and retrenchments resulting in feeling of breach of implicit obligations. Downsizing, particularly in the context of Nigeria will be discussed in more detail in chapter three.

1.1.3 Survivors' experience & response to perceived PC breach

Survivors' psychological experiences during organisational downsizing will form the central focus of this section, and the way they respond. Survivor here is defined as an employee who was part of a restructuring exercise and who remained in the organisation after downsizing, in contrast to those made redundant. Past studies have reported that survivors are likely to experience wide range of psychological, emotional, psychosocial, behavioural, socialization, health and well-being effects after a downsizing exercise (Sahdev, 2003; Bujang and Sani, 2010). This is referred to as 'survivor syndrome' (Noer, 1993). Survivor syndrome is described as varied set of emotional behaviours and attitudes shown by surviving employees (Littler et al., 1997). According to Noer, survivors have been found to experience 12 types of negative feelings (Job insecurity, unfairness, depression, anxiety, or fatigue, reduced risk taking or motivation, distrust and betrayal, lack of reciprocal commitment, dissatisfaction with planning and communication, lack of strategic direction, lack of management credibility, guilt, anger, and impact on social relationship both at work and home (Noer, 1993; Bujang and Sani, 2010; Farewell, 2007). Empirical studies demonstrate that survivors' experiences are more negative than positive. Although, some researches have equally acknowledged situations where no such syndrome characteristics are manifest (Bujang and Sani, 2010). Survivors experience or syndrome will be discussed in detail in chapter three.

Based on the degree of impacts and the negativity of the experience, survivors will usually respond to these experiences in diverse ways. Wolfe Morrison & Robinson (1997) argued that employee's (survivor's) response differs from person to person because of their different beliefs and expectations. Empirical evidence has found a range of responses among survivor employees. The responses range from constructive/destructive to active/passive (Mishra & Spreitzer, 1997). Survivors who display Constructive response are those willing to cooperate with management, engage in organisational citizenship behaviour and support change objectives. However, destructive response reflects an unwillingness to cooperate in implementing change program, and may refuse to take on extra job roles. The two dimensions of survivor responses identified are products of research carried out mostly in western culture (Spreitzer, 1997; Sahdev, 2003). Therefore understanding how survivors respond to psychological experience in a culturally different context is

of value. In addition, this is helpful for Nigeria as insight from such knowledge will provide support for human resources management practice. The next section presents a brief explanation of challenges of Human resource management HRM in Nigeria.

1.1.4 Human resources management practice in Nigeria

The idea of managing human resource was introduced into Nigeria literature in 1940 during British rule (Fajana et al., 2011). The principles and practices HRM in developing economies such as Nigeria is still considered weak and at infancy and mostly adapted from Anglo-American with cultural and institutional influences (Kamoche, 1997; Fajana, 2009). Hofstede argued that the domain of HRM policies and practices are usually influenced by cultural, political, social and economic environment (Hofstede, 1993). For Nigeria, the challenges of HRM are enormous and include; lack of professionalism and specialisation, over reliance on political connection, federal character principle,, and educational qualification in determining who gets employed or promoted(Fajana, et al., 2011). There is also, ethnicity factor and fear of domination amongst the various ethnic nationalities in Nigeria. The implementation of change management strategy such as downsizing is increasing globally, as well as sophiscation of human capital resource. Therefore, understanding the socio-cultural characteristics of each environment as they affect human elements is desirable for HRM practice. In Nigeria, understanding survivor first-line managers' psychological and psychosocial experiences and how they respond is necessary. Employer-employee relations are critical for sustainable development in organisation including Nigeria (Fajana et al., 2011). This understanding will enhance work relationship and encourage responsive change strategy. Therefore, the outcome of this study will provide insight for HRM and work related practices in Nigeria.

1.2 Problems of the study

Nigeria as an independence nation since October 1960 has undergone lots of structural, political and economic changes in the quest to position itself as a global player. The country is endowed with enormous natural, material and human resources. Nigeria is ranked 6th and 8th in the world in terms of gas and oil reserves

and a population estimated at 170 million. Despite this, the Nigeria economy is indeed grossly underperforming relative to these enormous natural endowments. Many factors are attributable to this, and they include political instability, economic mismanagement, incessant military interventions and institutionalised corruption. In an attempt to tackle this menace, successive government have initiated reform programs to ensure social and economic stability. Such reforms include the 2002/3 reform and 2004/2005 banking reforms (Sanusi, 2011). The reforms were focused on the financial sector (banks and equity markets) and are aimed at driving economic growth. The banking sector reform increased the awareness of Nigerians and subsequent investment and growth of the capital market (Sanusi, 2011).

However, due to the impact of the global financial crises of 2008, the Nigerian equity market saw a near crash as a result of capital outflow and fund repatriation by foreign investors (CBN, 2009). The crash of the capital market was also attributed to poor governance practice, fraudulent manipulations and culture of corruption by bank CEOs (CBN, 2010). The aftermath of this had been widespread restructuring, downsizing, redundancies and layoffs especially in financial sector (banks and equity markets). Downsizing or retrenchment as is commonly referred to in Nigeria are associated with loss of key talents, loss of commitment, anxiety, and other psychological impacts according to Samuel, Osinowo, & Chipunza (2009). This has increased unemployment and poverty in most families since families depend oftentimes on single breadwinner (Kamoche, 2002). Nigeria is classified as collectivists in culture (Hofstede, 1983). As collectivists, they exhibit an attitude of sharing, caring and support of family members and other dependent relatives in times of need. Therefore understanding how survivor first-line managers in Nigeria psychologically experience and behave to threats of redundancy and job insecurity because of their culture values is vital. Nigeria like any other country in the continent is highly diverse in terms of culture and the current treatment by western dominated research literatures as a homogeneous entity underpins the need to unveil the true challenges facing the continent's organisations and its management practices (Kamoche, 2000, 2002). Although, evidences of research abound on the effects of downsizing on employees in Nigeria (Samuel et al, 2009; Omoruyi, Chipunza, and Samuel, 2011). Most of the researches are carried out in the banking industry, and

there is limited or no research evidence with reference to the influence of culture using the survivor-managerial group

1.3 Aims of the study

The main aim of this research is to prepare a study on the impact of breaches of psychological contract on survivor-managers and their responses during organisational downsizing in Nigeria

1.3.1 The Study Objectives:

From the study aim, the following objectives have been derived:

1. To investigate the impact of breaches in the psychological contract of survivor first-line managers during organisational downsizing in Nigeria
2. To explore the influence of national culture on responses to breaches of the psychological contract
3. To make a contribution to the studies of the psychological contract in the context of a developing country.

1.4 Importance of the study

The economic reforms in Nigeria and the global financial crises have resulted in redundancy measures both in public and private sector organisations. Therefore, as organisations strive to become leaner and cut costs, it is important that they consider the impact or effects (psychological & social), such management change would have on the employees who remain and that such individuals should be seen as the source of continued organisational life. According to Meyer and Allen (1997, p.5), the individuals who remain after downsizing exercise must represent the “heart, brain and muscle” of the organisation. This implies that organisations undertaking downsizing measures must take cognisance of the psychological & social impacts on survivor employees if they want to remain competitive. This is particularly important in a nation that is highly cultural dependent like Nigeria (collectivist). The outcomes of this study will provide insight on how organisations can implement a more responsive restructuring in order to enhance employee motivation, job satisfaction, reduce psychological stress and maintain commitment for better competitive advantage.

1.5 Gaps in literature

1. Most studies on psychological contract experience have focused on victims of change (Sronce & McKinley, 2006), and survivor employees (Brockner et al., 2004). Despite the significant role of managerial group in psychological contract formation and fulfilment (Rousseau, 1998), evidence suggests that research on experience and emotional responses of subjects implementing downsizing is still limited (Chen et al., 2008; Gandolfi, 2008) particularly in Africa. Evidence suggest that implementer of downsizing suffer from similar psychological and emotional effects as victims or survivors (Clair and Dufresne, 2004; Gandolfi, 2007). The implementers may be an employee, manager or consultant given downsizing responsibilities (Downs, 1995). This is a research gap. Researchers have therefore advocated the need for a research to be carried in a non-western context as most studies in this area have been done in US, UK and other western nations (Sparrow, 1998; Rousseau & Schalk, 2000).

2. The initial conceptualisation of psychological contract by early theorists such as Levinson et al., (1962), noted the importance of culture. However, contemporary research studies on this concept have largely neglected this cultural influence (Thomas et al., 2003). Similarly, Rousseau (2003) suggested the need to step back in the study of psychological contract PC by exploring the casual sequence and antecedents of PC i.e. including the mental model and schemas held by employees prior to employment. There is need to investigate psychological contract in a non-western context because of Sparrow's (1998b) reflections on culture-bounded nature of PC in order to understand the forms and processes that the concept embody. According to this viewpoint, "attention needs to be drawn to the cultural dimension at an individual level and the possible 'blindly uncultural' nature of most current explications of the psychological contracting process. He argues that by placing contract management into the US organisational science literature and arguing that the content of contract is wholly phenomenological and in the eye of the beholder, [research] avoids the need to detail cross-cultural questions about the contract formation process" (Sparrow, 1996a, p.483-4) in Westwood et al.,(2010). The

subjective nature of PC makes it open to different interpretations depending on one's beliefs and perception, and culture influences individual beliefs, perception and behaviours. More so, several socio-cognitive aspects of contracting process operate differently outside the Anglo-American context where most studies have focused, and individual motivational drivers differ across national boundaries (Westwood et al., 2010). For example, the values of individualism-collectivism may influence managers understanding of implicit contract formation, process and alter their judgement about its content. Hence the impact of national cultural differences informed the need for this investigation.

3. HRM practices in Nigeria is still considered to be weak with majority of principles adapted influenced by researches from the west (Kamoche, 1997; Fajana, 2009). Africa is said to contribute less to existing body of knowledge as there is a common prejudice about human resource management in the continent, thus impedes constructive research into the nature of management system (Ghebregiorgis & Karsten, 2006). Since the practices of HRM are usually influenced by cultural, political, and social environment (Hofstede, 1993), western tested arguments may not be reliably transferred to HRM practice in Nigeria. Therefore, this study will fill these gaps and make contribution in literature to psychological contracting in a non-western geographical region and provide insight in practice for HRM in Nigeria. Secondly, it will help to move HRM practice more centrally into psychological contract literature and enable better understanding with regard to comparative management literature. Therefore, this investigation will aim to achieve its objectives by using the underlisted research questions mapped into the study objectives.

1.6 Research Questions

(1) How do survivor first-line managers experience and respond to perceived breaches in psychological contract during organisational change in Nigeria? This would provide answers to the objective (1) of the research study

(2) How does national culture influence the psychological contract experience of survivor first-line managers and their response? This would provide answers to the objective (2) of the research study

1.7 Structure of the thesis

This thesis will be presented in six chapters as follows:

Chapter One will provide an overview of the background of the study and outline the main themes of the study. This will be followed by the detail explanation of the rationale and problems of the study. A brief description of the aims and objectives of the research study and research questions are presented in this chapter. Also to be included is a brief discussion of the importance of study, & the gap in literature

Chapter Two: This section will focus on the context of the research study (Nigeria), its political, economic and socio-cultural developments since independence, and the capital market; and HRM challenges in Nigeria and Africa and the role of culture.

Chapter Three: This chapter presents the review empirical and theoretical literatures on all the key concepts of the study; Psychological contract and all its constituent elements (Historical development of PC, definitions of PC, PC as a schema, PC formation, reciprocity, mutuality, and typologies of PC). The chapter will include discussion on culture and cross-cultural analysis; discussion on the concept of organisational downsizing, survivors and survivors syndrome.

Chapter Four: This chapter presents the underpinning theory for the research, & the justification. This chapter also presents the detailed research methodology that will be adopted in order to accomplish the study objectives; analysis approach; research rigour; ethical consideration in research; and research limitations

Chapter Five: The study findings and the discussions would be presented in this section

Chapter Six: Summary of the conclusions and suggestions for further research

Chapter 2 Literature Review

2.0 Introduction

This chapter presents the chronology of the several reforms in Nigeria specifically in the financial sector. It presents a brief discussion of the capital market in Nigeria; and the problems and challenges of HRM in Nigeria including the role of culture

2.1 Nigeria in Context

The historical development of Nigeria from independence to-date has played a considerable role in its economic and socio-cultural environment. These manifold activities have an implicit role in the development, reforms and management practices in most Nigerian organisations.

2.2 Reform Programs in Nigeria

Economic reforms had always been evident in Nigeria political economy since independence. The reform policies implemented include, public service reforms, the banking deregulation, the strengthening of regulatory and supervisory institutions, capital market deregulation and many more. These policy reforms are classified into two broad perspectives and intended to achieve different objectives. The first was geared towards opening the economy to more global competition, and allowing the market forces the leading role and reducing public sector role. The second focused on transforming the role of state & public institutions, and to initiate a private sector led initiatives and activities (Essien, 2005) cited in Adeyemo et al., (2008). The next section will preview one of the earliest public sector reforms in Nigeria.

2.2.1 Structural adjustment program SAP

One of such reforms implemented by successive regimes in Nigeria is the structural adjustment program SAP of 1986. SAP is a model structural program of the Bretton Woods Institutions that was accepted by the government as an alternate to IMF loan conditions (Mimiko, 1995). The policy thrust of this reform includes, deregulation of interest & exchange rates, setting up of Nigeria deposit Insurance Corporation, capital market deregulation and introduction of monetary policy instruments (Ogujiuba & Obiechina, 2011). One characteristic element of SAP was policy

inconsistency which reflected in the reversals of fixed exchange and market-determined interest rates on several occasions within the implementation period. Despite the introduction of SAP, the growth of the economy still remained weak (Ogujiuba & Obiechina, 2011). The next section will discuss the reform program aimed at privatizing and commercialising state owned companies.

2.2.2 Technical privatization and commercialization program [TCPC]

The next attempt at reforms in Nigeria is the privatization and commercialisation of 1988. The program was implemented as part of the structural adjustment program. It was developed to address the peculiar socio-economic and political conditions such as; waste, inefficiency and mis-management of state- run public institutions in Nigeria. The legal framework was contained in the decree No 25 of 1988 which set up a body known as the technical committee on privatization and commercialization TCPC. The main objectives, are, to restructure and rationalise the public sector and to reduce unproductive investment; to encourage individual Nigerian investors to take ownership of productive investments that either wholly or partially owned by government in order to broaden the capital market; to reduce the dependence of commercial oriented enterprises on public funding and to create a viable capital market; and a favourable investment climate for local and foreign investors; to initiate a process of ceding public enterprises to the private sector as such operation will be performed better by private organisations & many more. Within three years of its operation, 62 enterprises were fully privatized, 22 were partially privatized and 22 enterprises were commercialised in mid-1992 (Zayyad, 2000). These were meant to position the economy for strong global competition. The next section will discuss the reform in the banking sector.

2.2.3 Banking consolidation 2004-2005

The banking consolidation initiated by the then central bank governor Chukwuma Soludo was aimed at repositioning the Nigerian banks for global competitive roles. Prior to the reform, the Nigerian banking system consists of 89 banks with low capital base. The banks were described as illiquid, uncompetitive and loss-making with only 25 of them considered to be marginally sound. The apprehension is that depositors face a very high risk with the state of banks coupled with weak corporate control or governance, corruption and dubious business practices (Osinupebi, 2012). The

banks were ordered to recapitalize to a minimum of N25 billion (\$172 million) by the deadline of December 2005. At the end of consolidation period, 25 megabanks were created by either by acquisition or merger and were able to meet the required capital base. The exercise appeared to improve the economic outlook and was adjudged successful with the number of Nigeria banks reduced to 25 from 89; the capital base rose to \$9.0 billion from under \$3.0 billion before 2004 (Soludo, 2007). For instance, in a research piece in 2007, Goldman Sachs listed Nigeria among its 'Next 11' a group of countries expected to catch up to the fastest growing developing BRIC economies (Brazil, Russia, China and India) due to strong GDP growth rates (Osinupei, 2012, p.4). However, the exercise resulted in widespread workforce reductions and redundancies and its attendant psychological & social consequences. The next section will focus on Nigerian capital market and the reforms in that sector especially after the global financial crises.

2.3 Nigeria capital market- History

The Nigeria capital market is the market for raising funds and sale of equity instruments by organisations. It is equally a source for medium & long-term investment and facilitates the allocations and mobilization through instruments such as bonds and equities. The attempt to establish securities market in Nigeria was made in 1946 with a flotation of 3 ¼% government stocks (Omah, et al 2012). This was as a result of effort by influential Nigerians who saw the need for stock exchange in Nigeria. The setting up of the Barbeck committee in 1958 laid the foundation for the establishment of the Nigerian stock market. The committee recommended the establishment of the secondary market with rules and regulations to guide its operations. This led to the establishment of Lagos stock exchange in September 5th 1960 and commenced operations a year later by LSE Act (1961). Subsequently, the Nigeria industrial development bank (NIDB), ICON securities limited, Nigerian stockbrokers limited, and CTB limited became the forerunners in equity market. The stock market is an intermediary for funds and investment and plays an important role in economic growth and development. The Nigerian capital market has played a significant role in the growth of the Nigerian economy especially after the banking sector reform as the economy was opened to foreign participation and investment. Most capital market companies in Nigeria are either individual or

family owned businesses with low capital base. However, the recent global crises affected the Nigerian capital market and significantly depleted its total capitalization (Sanusi, 2011). As a result, confidence in the market was eroded with attendant capital flight resulting in reduction in the number of capital market operators from over 300 to the present 175 active operators. The surviving operators were left with paucity of funds and poor capital base, and have adopted various restructuring strategies as means of re-positioning themselves. Also, the impact has left the Nigeria financial sector and the capital market struggling and led to incessant workforce reductions amongst the operators, including the 13 used in this study in their bid to cut costs. These impacts are significant because most of the capital market operators are individual or family owned businesses with small capital and asset base. The associated emotional and psychological impacts of downsizing on survivor employees within these individual/family owned operators informed the focus of this research and the attendant study objectives. The next section will discuss capital market development in Nigeria.

2.3.1 Capital market development

The capital market is the source of economic growth and development in any nation. Every nation requires a lot of local and foreign capital investments to attain sustainable economic growth according to Ekundayo (2002). The capital market has been recognised as a vehicle of socio-economic development both in up and coming (emerging) and industrialised economies (Oke, & Adelusi, 2012). They also see the capital market as a driver of sustainable economic growth because of its prospect for long-term capital creation. The Nigeria capital market is identified as one of the most vibrant in Africa (Igbatayo, 2011). It is the third largest in Africa by market capitalization behind South Africa and Egypt (Ologunde et al., 2006). The Nigeria capital market has witnessed an extraordinary growth and development. This attribute was the impact of the banking sector reform or consolidation of 2004/2005 (Odetayo, 2012). According to Sanusi (2011) the reform deepened the consciousness and involvement of Nigerians in the capital market. The market is largely driven by banking sector with highest capital contribution. The market capitalization rose from N2.90 trillion in Dec. 2005 to N12.13 trillion in March 2008 with all-share index of 63, 016.56 in March 2008 (NSE, 2008). However, the impact of the global financial crises of 2008/09 on global economies affected both

developed and emerging economies including Nigeria, and subsequently resulted in widespread downsizing and layoffs in both financial and equity markets. The next section presents the problems and challenges of the Nigeria capital market.

2.3.2 The Nigeria capital market & the global challenges

The recent global crises were caused by a number of factors which include; liberalization of financial regulation, boom and bust of the housing market, and high risk loans (Adamu, 2009). The crises led to the collapse of large banking groups such as Lehman brothers, large conglomerates and other small businesses in developed nations (Sanusi, 2011). The developing economies including Nigeria were initially thought to be free from the crises until Mid-2008. The crash of the Nigeria capital market was necessitated by disinvestment and capital withdrawal by foreign investors. As a result, there were drastic reduction in external reserves and the obvious effects in all sectors. The withdrawal of portfolio holdings by the investors significantly resulted in decline of stock market prices and all-share index across the Nigeria market (CBN, 2009). The Nigerian capital market is dominated by companies which operate either as partnership, individual or family owned. Most of them trade on equities and stocks mainly banking stocks which constitute the greater percentage of the entire market capitalisation. Most of them are under small and medium scale enterprises SMEs categorisation. With the global financial crises which also affected the capital market. There was complete loss of confidence in the capital market, and based on the declining fortunes, all the market operators initiated a cost cutting measures which led to widespread workforce downsizing, job losses and redundancies (Ogujiuba, & Obiechina, 2011). The 13 capital market firms used in this study were among those who adopted a downsizing strategy as a means of re-inventing and re-positioning themselves. Effort to shore up confidence in the market through recapitalization by the regulatory agency, Security and Exchange Commisiion SEC is ongoing. The widespread work force reduction in this sector informed the study in order to explore the impact on survivor managerial category. Evidence has shown that change management concept such as downsizing usually result in alteration of employment agreement and obligation and a perception of breach by victim and survivor employees (Datta et al, 2010). Therefore the focus of this research is to explore the impacts of breaches of psychological contract on survivor first-line managers and to understand how culture mediates or influences

their response to such experience in a developing country context. The next section presents the human resources management problems and challenges in Nigeria

2.4 Human resource management in Nigeria

Nigeria is a country with multi-tribal and multi-ethnic composition. Human resource management interventions are generally being applied across cultures as a result of globalisation. According to Jackson (2002), there is growing need to investigate the effectiveness of this generalisation of HRM concepts. Nigeria like other emerging economies has initiated and implemented reform programmes as a way of repositioning their various economies for global competitiveness. The focus of most of the reforms has been on macroeconomic level. However, there has been a suggestion that the focus should be on organisational human resource management rather than economic (Blunt & Jones 1992). This proposition is premised on the prominence attached to human capital as the most valued resource in the organisation in contemporary period. Although, Nigeria has over 250 tribes and nearly 400 different languages, the three main tribes or languages which are historically documented are; Hausa, Ibo and Yoruba (Anakwe, 2002). Therefore studies in Nigeria according to them should consider these cultural variations or differences. Understanding these differences would enhance human capital management. Similarly, research in countries such as Zimbabwe and South Africa with large population of white and black settlers should consider the differences of these groups during research enquiry. Adopting western management approaches to studying cultural variations (Hofstede, 1980; Schwartz, 1994) may not provide satisfactory and sufficient ground for knowledge in researches between countries with cultural differences or between groups or tribes in same country (Thomas & Bendixen, 2000; Jackson, 2002). The outcome of this study may help to bridge this knowledge gap.

The Nigerian organisational human resource management system has been significantly influenced by pre colonial and post colonial era just like other developing entities. Historically, Nigeria workplace is indigenous and includes, farm settlements, fish ports, crafts and local trading outfits owned by families or local indigenes (Anakwe, 2002). The indigenous workplace organisation in Nigeria emphasizes certain common practices. They recognise status difference between the head and

the group. The head is seen as the father of the group and is expected to provide for their family needs. They emphasise team work and competition among group is encouraged. Age is associated with wisdom and experience and is considered a factor for leadership position (Ahiauzu, 1989). Culture is said to have a great influence on individual attitudes and behaviour. Therefore Nigerian workers interpretation of work practices including change management initiative (downsizing) may have a significant cultural inclination. This formed part of the focus of this study as the research aims to understand how culture influences the survivor first-line managers' interpretation of workplace events. The study also aims to understand how culture influences the attitudes, behaviours and responses of survivor first-line managers during organisational downsizing. It is however worthy to note that most middle to top level managers in Nigeria have been exposed to western management practices either as a result of impact of globalisation or exposure to western education. Also, many multi-national corporations operate in Nigeria. It may be obvious to say that the management practice in Nigeria may indeed be a blend of western and indigenous management philosophies & cultures. The insight from the research outcomes may help to illuminate the veracity or otherwise, of the management philosophical blend.

Nigeria has been grouped as a country with collectivist cultural orientation (Hofstede, 1980; Ganon, 2001; Anakwe, 2002). As a collectivist, this implies that most activities are carried out in groups and individual depend on their group members for support and welfare. This is consistent with the traditional organisational system described by Ahiauzu in group workplace responsibility (Ahiauzu, 1989). The convergence perspective used in management practice has been described as confusing and inadequate for workplace management in developing economies including Nigeria (Anakwe, 2002). To surmount this obstacle, a cross-vergence perspective should be adopted in implementing human resource & workplace practices in developing economies. Organisations should take cognisance of the country's culture in developing and implementing human resource and change management initiatives. Understanding and blending these (cultural) complexities when implementing management practice is highly desirable for better organisational performance (Tung, 1993; Anakwe, 2002). Hence the insight from this study will enhance the practice of human resource management in Nigeria

2.5 Summary

The chapter discussed the Nigeria context focusing on various economic reforms. The various economic reforms were aimed at repositioning the country for economic growth. The reforms which focused on the financial sector (banks and equity) markets, although successful was hampered by the global financial crises. The aftermath was widespread restructuring, retrenchments and workforce reductions in an attempt to withstand the shocks of the global business environment. Finally, human resource management in Nigeria was discussed highlighting the diversity in culture within country specific and the role of culture. There is need to appreciate the differences in culture between the West and others like Nigeria as a way to understand the best applicable management practice. Hence, the incorporation and knowledge of different cultural values and beliefs may provide the panacea for resolving the imperfections in western management principles wrongly applied in Nigeria context.

Chapter 3 Literature Review

3.0 Introduction

This chapter reviewed both empirical and theoretical literature on key concepts of the study namely: Psychological contract, organisational downsizing, survivors and cultural psychology. The chapter begins by highlighting historical and theoretical development of psychological construct; definitions of PC; PC as a schema; the elements of mutuality and reciprocity; typologies of psychological contract; and perceived breaches of psychological contract and attendant organisational citizenship behaviours (OCBs). Also discussed in this chapter are the concept of organisational downsizing; the relationship between PC and downsizing; survivors and survivors' experiences of perceived breach. Finally, presented in the chapter is the review of extant literature on cultural psychology; theories of culture; challenges of cultural differences and beliefs and behavioural attitudes common in Nigerian culture.

3.1 Historical development of psychological contract

The concept called psychological contract can be traced to Barnard 1938 idea of cooperative reciprocal exchange process between employer and employee which covers the later's implicit expectations, material & non-material. The development period of psychological contract PC could be split into parts; the classical era (1930-1980) dominated by early writers such as Argyris (1960), & Blau (1964) The second era described as the reformist period started with the works of Rousseau (1989).. Barnard's concepts of PC are transactional and relational in nature, and emphasised the strategic importance of employee in workplace. As such he posited that organisation could maximize employees' contributions through not only transactional rewards (material inducements) but also relational rewards like recognition of personal ideas, social and moral support. This implies that workplace relationship is a combination of economic benefits and recognition of voice and well-being. March & Simon (1958) introduced the inducement-contribution exchange model between employee and employing organisation. The model stressed the value of employee perception of balance in the relationship, and the relationship of such perception to power position. These early writers highlighted the voluntary nature of social

relationship, and stressed that employee's perception of balance as the central element in psychological contract.

The next is Argyris' study called "psychological contract work" (1960). Its focus was on relationship between employees and supervisors based on mutual expectations of each other. This relationship is between group of employees and their supervisors rather than a two-way relationship between individual employee and their supervisor (Taylor & Teklab, 2004). Argyris view or work was described as being narrow-focused because of its strict emphasis on material inducement only. Following the work of Argyris was the empirical study by Levinson et al., (1962). For Levinson and co-authors, an implicit and mutual expectation formed through contracting process is the basis in employee-organisational relationship. The relationship is premised on mutual and reciprocal expectations for each party's benefits. Hence, they defined psychological contract as

"A series of mutual expectations of which the parties to the relationship may not themselves be even aware but which nonetheless govern their relationship to each other" (Levinson et al., 1962, p.21)

According to Levinson et al. (1962) these mutual expectations are usually non-verbalised and implied and most often premised on employee's experience and background prior to his/her membership of the organisation. This means that understanding employee's perceptions about psychological contract requires an understanding or knowledge of where the employee is coming from, i.e the beliefs, the background or culture and past experience.

Blau (1964) social exchange theory laid the foundation for modern day psychological contract. He sees this relationship as encompassing material, economic, social and cultural dimensions. For Schein (1965) psychological contract consists of mutual expectations between employer and employee and he went on to suggest the need for the content of psychological contract to incorporate both material and non-material benefits to the contentment of both (Taylor & Teklab, 2004). In summary, these early theorists emphasized the critical role of implicit and unwritten expectations as a factor in understanding the behaviour of employee and employer in psychological contract relationship at work place. The implicit contract definition by

Schein (1965) was used as key definitional reference in psychological contract research until the emergence of Rousseau (1989)

The work defined psychological contract as

“An individual’s beliefs regarding the terms and conditions of the reciprocal exchange agreement between the focal person and another party. Key issues here include the belief that a promise has been made and a consideration offered in exchange for it , binding the parties to some set of reciprocal obligations” (Rousseau, 1989, p.123).

Rousseau’s seminal work introduced the individual cognitive-perceptual approach to PC and ultimately revolutionised the idea about psychological contract definition. Rousseau’s PC framework incorporated elements of psychology, relational contract theory and social exchange theory to describe individual cognitive-perceptual model (Rousseau, 1995; Rousseau & Schalk, 2000). The period of Rousseau’s seminal work was a period of resurgence of interest in study of PC because of increasing attention to costs cutting and lean management practice (Cullinane & Dundon, 2006). Rousseau (1989) used the word ‘transactional psychological contract’ emphasising the non existence of life-long relationships with employers and employees, rather employment is perceived as transactional (long hours in exchange for high pay and training for skills). Therefore, the emphasis here is the focus on human capital, and skills development, empowerment and labour mobility.

3.1.1 Defining psychological contract

Psychological contract has no universally accepted definition (Anderson & Schalk, 1998). The non-uniformity is because the concept is built on human perceptions. According to Cullinane & Dundon (2006), there are divergent views on what constitute psychological contract. Some writers emphasize the significance of implicit obligations; others expressed the need to understand expectations of people in employment relationship; while others expressed reciprocal mutuality as the main determinant of psychological contract (Rousseau & Tijoriwala, 1998). Despite the divergent opinions on the core determinants of psychological contract, however, there is a general agreement that the construct deals with implicit reciprocal promises and obligations between parties in contractual relationship (Cullinane and

Dundon, 2006). These obligations may be implicit and may not be openly discussed and agreed upon (Anderson and Schalk, 1998). These may include information employees received from fellow colleagues, favours extended to employees when they perform well or promises in the course of employment responsibility. For instance, the expectations of employees include pay, promotion, job security, and career development. In return, the employer expects the employee to be loyal, willing to work extra hours, to give advance notice when quitting, volunteer to do non-required tasks, and refuse to support competitors (identification) (Knights, & Kennedy, 2005). It is indicative that these types of obligations are not usually agreed verbally or expressed during contract creation. The nature of psychological contract PC by consensus shades of opinion include the subjectivity, and the fact that its content is open to interpretation; mutuality as the underlying nature and that perceptions should cover both parties; and that perceived obligations must be fulfilled to avoid contract "violation" (Conway & Briner, 2005). For the purpose of this research, Psychological contract will be defined as "an individual's beliefs regarding the terms and conditions of the reciprocal exchange agreement between the focal person and another party" (Rousseau, 1989, p.123).

This belief is predicted on the perception that a promise has been made and a consideration offered for exchange, as a result, there is a binding contract to some set of reciprocal obligations. The key features here are perceived promises, obligations and mutuality. It is important to emphasize that perception is open to individual interpretation which may be influenced by one's beliefs, values, past experiences and background or culture. The interpretation given may vary from person to person because of the subjective nature of our beliefs and perception. According to Rousseau (2003) the promises did not require formal expression but could be the result of actions or words in context such as in workplace. For example, if a reward is given to a colleague, another worker who was present at that time may assume that such reward is available if a commensurate work is done by him or her (Shore et al., 2004). Hence employee may behaviour in different way which is not part of the written contract especially when the employee perceives breach by the employing organisation as consistent in downsizing practice.

Also, Rousseau (2003) and Rousseau, and Ho (2000) stressed that psychological contract was characterised by bounded rationality. That decision making takes place

in an environment of uncertainty and where information is not completely feasible. This implies that employees may often have distorted and incomplete views of work relationship as are the case in implicit obligations (Rousseau, & Ho, 2000). They may assume that the employer is obligated to certain responsibility based on information gleaned within the workplace environment. The choice of Rousseau (1989), definition is based on the fact her definition of PC emphasized individual beliefs and perception as core element. The choice is also based on the fact that beliefs and perceptions are cultural bound, and the key objective of this study is to understand how culture influences attitudes, beliefs and behaviours. Because perception influences behaviour and ones' behaviour or attitudes will depends on his/her beliefs, values and background. Similarly, this research aims to investigate the experiences and response of the researched participants, and to understand how national culture influences such experience in Nigerian context. However, this perspective, Rousseau's individual cognitive approach were widely criticised as being too narrow-minded because it fails to give cognisance to the organisational side since social relationship is about two parties (Coyle-Shapiro & Kessler, 2000; Guest, 1998b). The opinion here is that psychological contract is a two-way process based on norms of reciprocity of both parties (Guest, 1998).

In summary, in order to understand fully the concepts of psychological contract, there is a suggestion for a step back and to explore the casual sequence and antecedents of PC including the consideration of mental model employees hold before joining the organisation (Rousseau, 2003). This understanding will help to reshape and reveal the true nature of psychological contract and the underlying factors which could influence individual perception about the construct. It is envisaged that the knowledge will help to move forward research in PC. The next section will discuss PC as a schema

3.1.2 Psychological contract as a schema

According to Fiske & Taylor (1984), schema is a cognitive element that shows how the knowledge about an individual or situation is organised. It has both verbal and non-verbal elements and can be conscious or unconscious (Rousseau, 2003). According to her, Schemas help individuals to organise personal experiences into patterns and meanings to enable the person make sense of information about the

actions of the employer or its agents in relation to one's own obligations. Schemas relate to pre-existing beliefs, culture, & experiences and may influence the way people observe or perceive the world around them. For example, an individual pre-employment belief has been identified as contributing in shaping such individual's subsequent encounters with a particular employer. As a result, such beliefs will shape one's psychological contract and invariably affect the way such person responds to organisational events and practices (Rousseau, 2003). Schemas are also important as it helps to make sense of settings in workplace in ever changing volatile business environment and to respond to such situations (Rousseau, 2003). Similarly it enables people to interpret their current experiences and helps to construct attitudes and behaviours (Welch Larson, 1994). This implies that the way individuals (first-line managers) interpret and respond to their psychological contract experience will differ depending on their mental models or schemas, and their cultural background. This is one of the questions this research is aimed at providing answers to (i.e. how culture influences understanding of implicit contract experience and responses to it when breach is perceived). The next section will discuss PC formation.

3.1.3 Psychological contract formation

The period people enter into an organisation involves a sense making processes. For new comers, it involves understanding & interpreting the new environment (Louis, 1980). The process is critical as employees' imbibe attitudes and behaviours to enable them function effectively within the workplace (Saks and Ashforth, 1997). The perceptive- cognitive nature of individual's PC implies that the focus on understanding individual psychological contract is based on perception itself not reality (Rousseau, 1995). Therefore, employees beliefs or what they perceived as promises or obligations owed by the employer, and their contributions in return may not indeed be exactly same after they have entered into the organisation. These perceptions are usually through contacts with organisations agents or interactions with co-workers. This relates psychological contract formation to sense making by employees and the fact that such individuals have incomplete information about the terms of their workplace relationship (Rousseau, 2003). Therefore, the way individual conceive or understand the content and context of psychological contract are factors such as; their perception, beliefs, interpretation of messages (verbal and non-verbal)

from peers, agents and mental models. My understanding from this is that culture could influence PC perception, interpretation and responses to it when contradictory messages are received. The next section discusses the component elements of PC (mutuality and reciprocity).

3.1.4 Mutuality and reciprocity elements in PC

Psychological contract is predicted on the beliefs of mutuality between parties in a relationship (Rousseau, 1995). The essence in mutuality means the contracting parties holding same beliefs about each other's obligations. Mutuality is built on empathy and support towards each party in relationship. This shared understanding is premised on information that is commonly and comparatively interpreted by both (Rousseau, 2003). This could be in form of perceived expectations & promises from both the employing organisation and the employees. Mutuality leads to favourable outcomes to the relating parties (Rousseau, 2003). Reciprocity is defined as the meeting point between employer and employee in terms of their respective obligations (Rousseau, 2003). This implies that the inability of one party to uphold its reciprocal obligations or duties releases the other party from such obligations or duties. Psychological contract theory is based on social exchange theory, and incorporates the norms of reciprocity (Gouldner, 1960). This norm of reciprocity implies that one party's receipt of benefit obligates him/her to a pay back. Takleab and Taylor (2003) suggested that mutuality and reciprocity elements in PC are important in employment relationship. Therefore, the alteration or termination of employment agreement consistent during downsizing may result in negative attitudinal response from affected employees. Therefore, the interpretation and response first-line managers would give to perceived breach during organisational downsizing will depend on how the organisation has been able to uphold its own promises and obligations. Also, perceived agreement (mutuality) and norm of reciprocity is the common factor in the relationship between managers and the employing organisation. However, in a culture with so many economic and social problems such as high unemployment, job insecurity and poverty like Nigeria, it remains to be seen how this norm of reciprocity will hold with regard to experiences and behaviour when breach is perceived. The next section will discuss types of psychological contract as the concept continues to evolve.

3.1.5 Typologies of psychological contract

Rousseau (1990, 1995) was the first to distinguish psychological contract into transactional and relational components based on their distinctive orientations of time frame and tangibility.

3.1.5.1 Transactional contracts

Transactional contracts are said to be characterised by short-time employment with mutual obligations and economic benefits explicitly specified (Rousseau, 1995). The theoretical work of Thompson and Bunderson (2003) threw more light on transactional contract and its nature by stressing that,

“Organisational inducements within transactional contracts are calculated to fulfil the minimal, narrowly specified requirements to receive those economic rewards. Because employees are concerned about themselves as the primary beneficiaries of the exchange, transactional contracts imply an egoistic or instrumental model of human nature” (Thompson and Bunderson, 2003, p.574)

The implication here is that, transactional contract consists of a narrow set of clear obligations which individuals are obligated to in return for financial benefits. So, the emphasis is on economic benefits of parties in the employment relationship.

3.1.5.2 Relational contracts

This type of contract are characterised by long-time employment with mutual obligations that are economic, social and emotional in nature which are clearly specified (Rousseau, 1995). It embodies the factors such as provision of commitment, loyalty and trust in management from employee, in return to employees' involvement and participation (Maguire, 2002). According to Thompson & Bunderson (2003), the implications for relational contract can be explicitly described as below

“Employees with a relational contract contribute their commitment and involvement to the organisational often in form of organisational citizenship behaviours, with the belief that the organisation will provide loyalty, a sense of community, and opportunities for professional growth and career

development. In this relationship the beneficiaries of the exchange are largely local (i.e. the employee and his or her organisational community). Relational contracting relies on a collective or socialised model of human behaviour” (Thompson and Bunderson, 2003, p. 574).

For example, employees' expectation in relational contract agreement is that organisation will provide every available opportunity for learning and development and in an exchange for their commitment, job security, loyalty and continued identification to goals and objectives of the organisation.

This implies that the relational elements are less concrete than transactional but relatively more inclusive in terms of involvement, participation and well-being of the parties in the relationship (Thompson & Bunderson, 2003). However, the understanding of transactional and relational contracts is necessary for studying the experience and response of individuals during change in work relationship. This is in view of the complex nature of relationship between employer and employee and the antecedent factors such as beliefs, perception and background that influence its understanding.

3.1.5.3 The new psychological contract

There has been an increased interest and focus on the concept of psychological contract in the past decade. There is increasing transformation in business and adoption of management change in recent times with significant effect on employer/employee relationship (Coyle-Shapiro and Neuman, 2004). Part of this is the competitive pressures that employers face in an attempt to reduce costs especially labour as the global environment become more unpredictable (Cullinane & Dundon, 2006). Commitment and unvoiced expectation has become a thorny issue in employer and employee relationship because of shift to lean management with life-long employment increasing unfeasible (Deem, 2004).

The new business environment has now thrown up the suggestion that new psychological contract is in place (see Maguire, 2002). The new contract is said to be independent and mainly focused on meeting individual needs and creating value (Hall and Moss, 1998). Given this scenario, the import of psychological contract as a schema for individual cognition of expectations and shared obligations between them

and the management is inherently challenging. With increasing pursuit of new change initiatives and employability, the likelihood of workforce mobility is high as employees are increasingly self-focussed. Shore et al., (2004) suggested a negotiation between employer and employee of specific work arrangement based on context peculiarities. The contextualization of work arrangement may provide the panacea for the cultural divide between the West and the developing economies with regards to application of human resource management practice. Hence the need to discuss how this new contract perception has thrown up the issues of failed obligations or breaches which will be discussed in the next section.

3.1.6 Psychological contract breach & violation

Most of empirical studies of this construct have focused on the perceived breach of implicit contract. This is based on the obvious effects of implicit contract breach on organisational employees and other organisational outcomes (Conway and Briner, 2009). The overview of perceived implicit contract breach or violation and the attendant effects are discussed below:

3.1.6.1 Perceived psychological contract breach

It is important to stress the two distinct elements of implicit contract; contract breach and perceived breach. Breach occurs when employer actually fail to fulfil the obligations and promises in the exchange agreement. Perceived breach is when either party perceive through cognitive assessment that promises made have not been fulfilled (Wolfe Morrison & Robinson, 1997). Majority of research study have focused on this later component “perceived breach”. This study aims to explore the impact of breaches on the experience of survivor first-line managers during organisational downsizing. For purposes of this study, the study will refer to contract breach as perceived breach. The next section will discuss contract violation and its relationship to breach

3.1.6.2 Psychological contract violation

Research studies in the past have used the word breach and violation interchangeably without differentiation. However, Wolfe Morrison and Robinson (1997) drew dissimilarity between perception of breach and feeling of violation. Perceived breach is individual cognition that organisation has failed to live up to its

promises or obligation while violation is the negative emotional state resulting from such an experience of contract breach. Violation is usually accompanied with sense of anger and disappointment for failure to get something looked for or considered necessary (Ortony et al., 1988). Evidence has shown that violation usually result in negative behavioural responses due to perception of breach (Wolfe-Morrison and Robinson, 1997). However, not all cases of breach result in feeling of violation (Turnley and Feldman, 1999). This is in view of the fact that, the connection between breach and violation is a sense making process which involves subjective interpretation by the individuals at the nexus of event, and the attributions about the breach (Wolfe-Morrison and Robinson, 1997). The next section will discuss the concept of organisational downsizing.

3.2 Organisational change: Downsizing

In contemporary global business world, organisational change referred to as deliberate introduction of novel ways of thinking is fast becoming a survival strategy and means of accomplishing certain organisational goals (Shore et al, 2004). According to Cullinane & Dundon (2006) management arguments for adopting change are premised on increased pressure for cheaper costs and competition which has made commitment to job security and satisfying individual career preferences less sustainable. Other opinions attribute this to market pressures (Guest & Conway, 2002b); liberal market economic model (Godard, 2004); new forms of governance like downsizing, deregulation, systematic rationalisation, and globalization (Datta et al, 2010). Supporting this view, Zhao et al., (2007) emphasised that major transitions taking place in structure of organisations such as (downsizing & layoffs) have altered perceptions and reactions to employment relationships.

Presently, the commonest phrase used by business managers is change. Although, change is crucial to organisational survival, it is the way in which the change is carried out that invariably results to perceived breach of psychological contract (Knights, & Kennedy, 2005). Frequently referred to in management parlance as restructuring; delayering; downsizing; or right-sizing, but often resulting to alteration of employment relationships and organisational efficiency (Sparrow & Cooper, 1998). This study focuses on organisational “downsizing” which is an intentional reduction in

the size of workforce as a means of cutting cost. There are different theories on these emerging strategic concepts. According to Sparrow, & Cooper (1998) the attractiveness of downsizing are based on economic, institutional and socio-cognitive perspectives. For example, the economic perspective see downsizing as a response to organisational decline and links to productivity, efficiency and profitability (Sparrow & Cooper, 1998). The institutional theorists stressed that it is compelled by social convention and for good management (Yu & Park, 2006; Cascio, & Young, 2003). However, the benefits of these change strategies have been questioned considering the magnitude, impacts and breaches which often result from their implementation e.g. job losses, mass layoff and unemployment (Datta et al., 2010). Cameron (1994) described downsizing as the “most pervasive yet understudied phenomenon in the business world” The negative consequences usually associated with psychological contract breaches on employees include, decreased loyalty; mistrust; increased turnover intentions; decreased organisational commitment and other organisational citizenship behaviours (Zhao et al., 2007; Suazo, 2009) including separation anxiety loss of skills and knowledge, reduced innovation & job involvement (Trevor, & Nyberg, 2008).

The adoption this new change initiatives including downsizing according to Sparrow and Cooper (1998), all create changes in human capital and operations. Downsizing and all other change processes have been identified to engender considerable organisational disruptions and often with negative consequences to both employees and organisations (Amiot et al., 2006; Cartwright, 2008). First used by US corporations in response to challenging competition from Japan (Budros, 1999) but has received acceptance as strategic change process in Europe (Vicente-Lorente, & Suarez- Gonzalez, 2007) and emerging countries. The contradictory findings on the change process like downsizing showed it may not have been managed effectively as a healthy proactive strategy (Munoz-Bullon, & Sanchez-Bueno, 2011). And the need to avoid the negative effects on employees such as survivor managers are imperative (Hitt et al., 1994). One frequent mistake being made is to overlook such negative effects of on employees (survivors) according to Raja et al (2004) & Zhao et al (2007). These effects informed the need for this study especially in a non-western context where research on impacts of downsizing is still limited. Other findings suggest that these changes come at a cost to organisations and employees

(Lindorff, Worrall, and Cooper, 2011), and failure rates are predicted to be as high as 70 percent (Washington, & Hacker, 2005; Burnes, 2000). In addition, downsizing and other change initiatives may lead to unstable employment relationship and psychological contract breach (Lester, Kickul, and Bergmann, 2007), reduce individual performance level which results to poorer organisational performance (Lester et al., 2002). The implication of these study findings is an indication that organisational downsizing may have negative effect on survivor employees, and the need to understand how they respond to such effects are imperative.

3.3 Psychological contract and downsizing

The era of change in work place has made the traditional contract of long-term job security in return for hard work and loyalty untenable. According to Pate et al (2000) and Sels et al (2004), organisational change has brought about instability forcing employees to reassess and renegotiate their employment terms. The new trend in work place is the emphasis on employability, skill and innovation against the old norm of employment for life. As a result, this new deal between employers and employees brought about by change has affected the nature of work relationship (Anderson & schalk, 1998). Work place changes including downsizing are likely to increase the likelihood of perceived psychological contract breach. This is because; downsizing results in abandonment of obligations and alteration of contract agreements. Implicit contract breach occurs when employees perceive that their employer has failed to deliver satisfactorily on its promises (Rousseau, 1995). Similarly, Wolfe-Morrison & Robinson, (1997; p.230) defined breach as...

“...cognition that one’s organisation has failed to meet one or more obligations within one’s psychological contract in a manner commensurate with one’s contributions”.

Therefore, perception of breaches may likely occur during downsizing practice as survivors and victims may see it as organisational failure to uphold its reciprocal duties.

Breach or perceived breach is therefore the individual’s cognitive evaluation of discrepancy of what is promised by organisation and what is actually offered in reality. According to Wolfe-Morrison & Robinson (1997), this perception of breach is

influenced by a number of factors such as incongruence and reneging. Incongruence occurs when there is no clear understanding of the mutual obligations and promises made by the employer to the employee. This is common where the obligations or promises are not voiced out or mutually agreed. Reneging is a situation where the employer is aware of the promises made but deliberately fails to fulfil such promises. For example, the employer was unable to fulfil its promise because of financial predicament or poor organisational performance (Robinson & Morrison, 2000); the employer is not willing to keep its promise; the employer deliberately intended not to keep its promise. Incongruence occurs as a result of misinterpretation or misunderstanding of implied obligations or promises. However, responses to perceived breach are individual-specific and depends on a number of factors including one's cultural background. Therefore, one of the questions, this study research is meant to provide answers to is "How do survivor-managers experience and respond to perceived breaches in psychological contract during organizational change in Nigeria?" The next section will discuss culture and cultural psychology.

3.4 Culture & cultural psychology

Culture has been broadly defined by some writers in the field of cross-cultural psychology as the human-made part of the environment, and that it consists of objective and subjective elements (Herskovits, 1955). Hofstede's work on cultural consequences has been significantly mentioned in research literature. He defined culture as "the collective programming of the mind that distinguishes one group or category of people from another" (Hofstede, 1993, p.89). In recent research study, the Global Leadership and Organisational Behaviour Effectiveness defined culture as "shared motives, values, beliefs, identities, and interpretations or meanings of significant events that result from common experiences of members of collectives that are transmitted across generations" (House et al., 2004, p.15). The implication of these various definitions suggests that common experiences, shared beliefs and values are key determinant of a cultural set or group (Tsui et al., 2007). Based on these shared values or characteristics, their perceptions, attitudes and behaviours may differ with those outside the group. Thomas (1994) argued that the shared beliefs, norms and values are subjective and are present in social practices and institutions historically imbedded, transmitted across time. Hence it can be said that

culture guides behaviours and attitudes in society and institutions including workplace. Also culture was described as a product of past behaviour that influences or shapes its future behaviour (Segall et al., 1999). Though there is a general consensus amongst writers that differences between groups can exist in various facets, however, shared values has been the key source of differentiation for national groups commonly used by researchers. Hofstede in his (1980a) framework classified culture into five distinct dimensions or value orientations (individualism/collectivism, power distance, Uncertainty avoidance, masculinity/feminism, and Confucian dynamism or long-term/short-term orientation). The conceptualisation of culture by Hofstede (1980a) study as being restricted by geographical boundaries, and defined by place, time and language has now being challenged (George & Berry, 1995) cited in (Sperring, 2001). Although, Hofstede's (1980a) work has been criticized for failing to capture the changeability of culture and tend to ignore within-country cultural heterogeneity (Sivakumar & Nakata, 2001). Yet most researchers have favoured the use of this work because of its quality and simplicity with organisational managers. Therefore recent approaches see culture as ``dynamic open system that spread across geographical boundaries and evolve through time`` (Hong & Chiu, 2001, p.181)

Past studies have put psychology and culture into three domains; cross-cultural psychology; cultural psychology and indigenous psychology; (Greenfield, 2001; Kim, 2001). The cross-cultural psychology sees culture as antecedent variable outside the individual while cultural psychology operationalizes culture as lying within the individual (Shweder, 2001). This view is consistent with the concept of national culture. The indigenous see culture as subjectively created systems of meaning (Greenfield, 2001). The study on cross-cultural psychology has been deeply rooted in western thinking and such ethnocentric Euro-American traditions have shaped cross-cultural research in the past decades (Sperring, 2001). The need to widen cross-cultural awareness in cross-cultural psychology has been advocated through the integration of findings from non-western societies. That informed this research investigation in an area dominated by western literature, and to understand how national culture influences individual attitudes and behaviours during workplace event. The next section will discuss cultural theories or models

3.4.1 Cultural psychology-Theories and Models

Etic/emic model

One of the approaches to cross-cultural study is the etic/emic approaches. The etic or imposed explains this construct as descriptive system that is valid for all cultures, and enables the representation of the differences and similarities between individual cultures. The construct views culture as a factor of influences which helps to explain differences in individual cognition, learning and behaviour (Spering, 2001). For instance, if one, say a non-westerner is exposed to western culture, overtime the person begins to imbibe the values of such culture which helps to shape the thinking and behaviours. The emic approach sees culture as not an external factor but rather an integral part of the individual behaviour (Gergen, 1985) cited in (spering, 2001). For this approach, culture is internalised in an individual based on the background and early upbringing, and such shapes is beliefs and attitudes. According to this view, subjects of research as well as the whole psychological assumptions are culture dependent (Lonner & Adamopoulos, 1996). The two terms are derived from phonemic and phonetic approaches to language. According to Segall (1998) one obvious methodological flaw of cross-cultural psychology is the fact that imposed etic often entails naive application of Euro-American theories in the studies conducted outside those cultural contexts. Insight from this outcome may enhance the application HRM practice in Nigeria based on cultural variation.

The trait model

Explanations of cross-cultural differences in individual behaviour are said to be rooted in differences in culture based on pan-cultural dimensions, e.g. individualism vs collectivism (Hofstede, 1983). This dimensional analysis by Hofsted placed 50 nations in 5 dimensional domains. The research viewed etic as classical approach to the study of culture (see Spering, 2001). Other researchers have also documented evidence that individuals from different cultural dimensions react differently to similar situations (Fiske et al., 1998). This implies that application of western management principles may not be sufficiently applicable in non-western context like Nigeria because of variation in culture. Therefore, the need to understand how culture

influences the behaviour and experience of survivor managers in Nigeria during organisational downsizing is vital. In apparent disregard to current global social transformation, and dynamics of the society, researchers have continued to emphasize that cultural difference can be conceptualised based on cultural dichotomies, e.g. “the West vs. the Rest” (Hermans, 2001a, p.267). The dichotomous distinction often used to characterise the Western culture or self against Non-Western culture or self as a whole, e.g. ‘egocentric’ vs. ‘sociocentric’ (Shweder & Bourne, 1984) ‘primary control vs. ‘secondary control’ (Azuma, 1984; Weisz et al., 1984) ‘individualism vs.’collectivism’ (Singelis et al., 1995; Triandis, 1995) ‘independent’ vs. ‘interdependent’ (Kagitcibasi & Poortinga, 2000) are briefly discussed below.

Individualism vs. Collectivism

Individualism and collectivism is the most useful cultural dimension used to explain cultural variation in social behaviour, and is said to consist of more basic elements of cultural variation among groups (Triandis, 1995; Thomas et al., 2003). Individualism is a loose value system that focuses on people themselves and that of their immediate family only (Kirkman et al., 2006). They emphasize personal goals, personal needs, and rights which guides their behaviour in forming relationships (Fiske, 1991). The social identity in individualism is based on costs and benefits, economic roles and achievement motivations (Thomas et al., 2003). Collectivism on the other hand is characterised by a distinction between in-groups and out groups with the expectation that the in-groups should take care of them in exchange for absolute loyalty (Hofstede, 1980; Kirkman et al., 2006). This is a common feature of most countries in Africa including Nigeria. They emphasize goals of the group, sacrifice of personal interests to group welfare, communal sharing, focus on norms and obligations, duties to group as guide for behaviour even when it is disadvantageous to self. They derive their identity from common ancestry or race and are motivated to stand and be like others (Fiske, 1991; Triandis, 1995; Thomas et al., 2003). For instance, study researches on work-related attitudes based on individualism/collectivism orientation found that individualists showed higher positive effect on job satisfaction, low work strain, and more focused on pursuit of promotions (Chiu, 1999; Lee et al., 2000a; Kirkman et al., 2006). On the other hand, collectivists showed more positive attitude towards group actions, cooperation, affective

commitment to superiors and workgroup, and fulfilment of obligations (Clugston, 2000; Lee et al., 2000a; Kirkman et al., 2006). The distinction based on individualism and collectivism was also used by Triandis and colleagues, but further distinguished individuals on the basis of two personality dimensions, idiocentrism and allocentrism (Triandis et al., 1998). According to them the idiocentrics emphasize the values of independence, competition and superiority. The allocentrics tend to place emphasis on inter-dependence, and solidarity within group. The implication is that this study will explore the core value orientation salient in the context of this investigation and how such may likely influence the psychological experience and responses of survivor managers in Nigeria during downsizing.

Independence vs interdependence

The model of independence and interdependence was used by collectivist constructionist to explain community-specific cultural variations (see Markus, Kitiyama & Heiman, 1996). According to them, "core cultural ideas" are seen as key ideological and philosophical texts and institutions at collective level", they shape psychological reality and thus affect "norms, customs, practices & institutions" (Markus & Kitiyama, 1994, p. 4). This is typical of the American culture that emphasises core cultural value of independence. The values reflect in their cognitions, emotions and motivation (Spering, 2001). The interdependence approach in contrast sees the individual at work as adjusting and attuning to standards, expectations and duties that defines one's composite relationships and the individual. The composite relationships here typify the interdependent family orientation in Nigeria culture (family, extended family and community enclave), and support and sharing of resources amongst them. This is the common value feature outside the Anglo- American or western context. This research will seek answers to the extent this influences behaviour in the Nigerian context.

3.5 Challenges to cultural differences

One of the challenges of cultural variation is encapsulated in the term "ethnocentrism" coined by Sumner (1906). This is described as the tendency to use one's group as standard to look at other groups. According to Azuma (1984, p. 949)

“when a psychologist looks at a non-western culture through western glasses, he may fail to notice important aspects of non-western culture since the scheme for recognising them are not provided by his culture” (p.949).

This may lead to incorrect interpretations and conclusions. For this reason, research on psychological experience of survivor first-line managers in Nigeria is significant as previous research on this topic is either limited or dominated by western literatures which are ethnocentric in nature. Past studies have shown that how people perceive and behave in their social environment depends largely on their cultural background (Chiu et al., 2000) and situational factors as well as the way individuals regulate themselves based on cultural influence (Briley & Wyer, 2001). However, another opinion has emerged based on dynamic constructivist approach (Williams, Satterwhite, & Saiz, 1998). According to them, culture's influence on behaviour is said to be mediated by both internal-proximal and external-distal constraints. They include values and beliefs on the internal side and ecological, social political factors on the external side (Bond, & Smith, 1996a). They stressed that in order to gain insight into which behaviour is psychological and which is cultural, these identified constraints need to be clearly delineated. This clearly informed the objective of exploring the influence of culture on PC experience and responses of survivor managers in a non-western context such as Nigeria. There are obvious questions that need to be answered with regards to the behaviours and attitudes of the researched group. (1) Which/what is psychological/ or cultural? (2) What is universal/ or culture-specific? This will help to understand the reliability of western approaches to studying a phenomenon in a culturally different context such as Nigeria. The next section looks at beliefs and behavioural attitudes in (Nigerian) culture.

3.6 Beliefs and behavioural attitudes in Nigerian culture

In Nigerian culture, behaviours and attitudes of individuals are the antecedents of their beliefs or belief system. An individual attitude to life is a reflection of their family values or the immediate inner community. This is because, people are thought by their parents, the values of life as passed on to them by their ancestral parents. The belief is that everything and everyone is somehow connected in one way or the other. This implies that people would see themselves more a part of the larger group

(family and community). The understanding is that the wellbeing of the individual is the wellbeing of the larger group. People are taught the attitude of caring for their immediate families and relations. This value orientation becomes the driving attitude or behaviour for everyone (young, old, educated or uneducated, westernised or non-westernised). In Nigeria, this culture or value is common among all ethnic groups. For instance, there is a saying in "Ibo proverb" one of the major tribe in Nigeria that a wealthy man in the midst of so many poor family members is ultimately a poor man. This implies that wealth is only meaningful, when it is used to support those less endowed within the family in the context of an Ibo culture. Therefore, caring, giving and supporting to families, relatives and friends is an integral part of our belief system and culture.

Religion is said to play a significant influence in the belief and attitude of people of African culture including Nigeria. There is widespread poverty in Nigeria, and religion has been described as the opium for the poor. According to Fongwa (2002) religion (Christianity, Islam or traditional) was identified as major factor that influences beliefs, perceptions and behaviours of Africans including Nigeria. This implies that religion and spirituality play a significant role in Nigerian culture. This has also found support as research evidence indicates that people of Nigerian origin are highly influenced by traditions, cultures and religious beliefs (Omonzejele, 2008). For any Nigerian person, religion is not just a way of life; it is a determinant of their value system, identity and culture. Their attitude to life and events in their life are guided by the teachings of their religious beliefs. This is a common practice in churches today especially in a globalised world where conflict, struggle for limited resources, sickness and deprivation has become the order of the day. They provide moral, emotional, psychological and social stability within the environment including the workplace. The teachings in places of worship, (churches and mosques) that God is in control of all situations and that everything that happens is permitted by God is an example of such moral, emotional and psychological stability. This belief is also common amongst traditional worshippers (atheists) and others where belief that whatever that happens or took place is because such is permitted by 'god'.

Therefore, understanding the psychological experience, the perceptions and attitudinal behaviours of survivor first-line managers during organisational downsizing is implicit in understanding the influences of religion and traditional

Nigerian belief and value system. This will help to illuminate the insight from the participants of this research study. The next section will discuss the relationship between psychological contract and culture.

3.7 Psychological contract and cultural influence

It has been suggested that culture influences the individual perception of psychological contract based on the notion of social cognition and motives in social exchange relationships (Thomas et al., 2003). For example, individual cultural profiles were described as both processor of information and sources of influence on behaviour. The mode of cultural influences were described as cognitive mechanism (operate through neuropsychological information processing channel) & motivational mechanism (operate through mode of behaviours). Individuals from different cultures learn different sets of values. These values are developed into mental frames or schemas which the individual processes information about events or situations in workplace such as downsizing (Erez and Earley, 1993). In same vein, social cognition or perception about events and attribution about the causes are found to vary across cultures (see Bagby, 1957; Ting-Toomey, 1988). Therefore this variation in cognition will account for how psychological contract is perceived and explained when breach occurs in workplace.

The motivational implications arise due to differences in self-concept as individual try to fulfil varied motives related to their cultural values and obligations within exchange relationship (Thomas et al., 2003). For instance, individuals with independent selves (individualists) usually feels good about themselves, express inner attributes, rights, and show greater capacity to withstand undue social pressure. Conversely, those with interdependent selves (collectivists) draw positive image from in-group, exhibit belongingness, maintain harmony, receptive to others and show restraint to personal desires (see Janis and Mann, 1977; Markus & Kitayama, 1991). Motives on exchange relationship also influence how individuals formulate their psychological contract either transactional or relational (Thomas et al., 2003). Therefore it is invariably obvious that individuals from different cultural background may likely perceive, interpret signals from organisational environment differently due to their varied cognition and motivational mechanisms. Hence, these mechanisms influence individual formation, perception of attributions and responses to breaches or

violations of implicit contract (Fiske & Taylor, 1991; Thomas et al., 2003). This is further demonstrated in the diagram below.

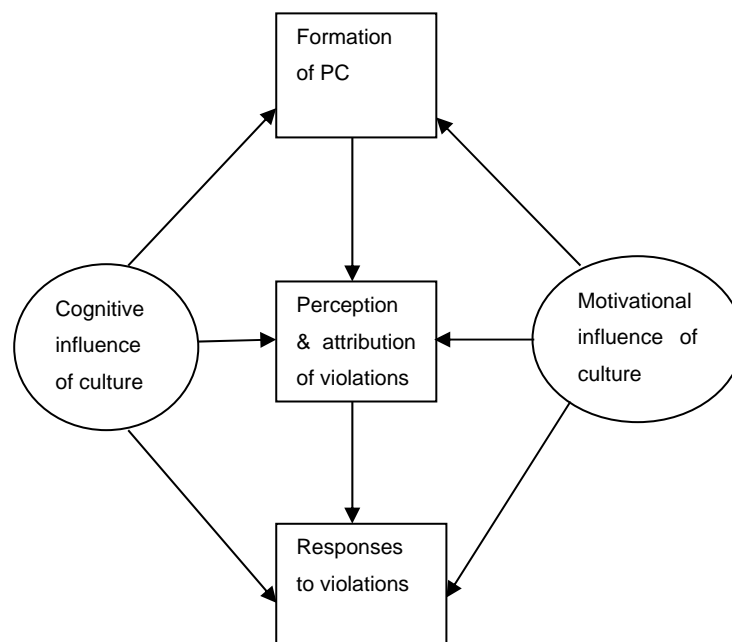


Figure 3 - 1: Cognitive and motivational influences of the psychological contract (Thomas et al., 2003)

3.8 Cultural influence to behavioural responses to PC breaches

Studies have identified behavioural responses to implicit contract breaches or violations as exit, voice, loyal and neglect (EVLN) (Rusbult et al., 1988; Thomas and Au, 2002). Exit involve trying to quit, transferring and similar behaviours; voice is working to improve the situation through discussions and suggestions; loyal is staying, providing support and trusting with believe that management will do the right thing; neglect implies such behaviours as absenteemsim, reduced effort, lateness and similar behaviours. Cultural differences result in different cognitions and influences individual behaviour (Abelson, 1981). Cultural values encompass individual needs, obligations and duties aligned with the culture and will impose behaviour and attitudes essential in satisfying those needs (Thomas et al., 2003). For example, people with individualist orientation typical of western cultures have been found to voice out, and are able to withstand pressure, they are more unlikely to maintain relationship when they perceive costs exceeds benefits; more likely to

reduce citizenship behaviour because of their transactional orientation (Triandis, 1995; Thomas & Au, 2002). On the other hand, people with collectivist orientation typified by developing countries are more likely to maintain loyalty, passive and compromise, non-confrontational behaviour, exit, & higher level of citizenship behaviours (Au and Bemmels, 2000; Thomas and Au, 2002; Thomas et al., 2003). In conclusion, this implies that individuals with differing cultural profiles may likely respond differently when they perceive breach of psychological contract as is the case during organisational downsizing. Hence, the second research question of this study is “How does national culture influence the psychological contract experience of survivor-managers and their response?” The next section will discuss survivors’ syndrome (experience) & their response to PC breaches during organisational downsizing.

3.9 Survivors’ syndrome (experience) during organisational downsizing

The first person to use the word “survivor syndrome” was W.G. Niederland (psychiatrist) in 1968 to describe the survivors of the Holocaust and other catastrophes. The survivors were found to exhibit severe pathologies or post-traumatic stress disorder (Dupuis et al., 1996; Kulkarni, 2008). Survivor syndrome has been widely acknowledged as the psychological & emotional effects suffered by surviving employees during organisational downsizing (Brockner et al., 1997; Bashford, 2004). Defined as the increase in workload on surviving employees who remain after a downsizing practice (Fong & Kleiner, 2004). It is also described as the emotional and attitudinal characteristic of workers who survived an organisational downsizing (Allen et al., 2001). Empirical studies have identified a number of psychological and emotional consequences which downsizing survivors are exposed to, which include; impaired productivity; damaged social networks; diminished social support; lack of trust and commitment; negative attitudes; decreased satisfaction; increased absenteeism and intention to leave; reduced motivation (Noer, 1993; Wolfe, 2004; Bujang & Sani, 2010). These traumatic and devastating experiences of the survivor employees are centred on grief for loss of colleagues, guilt for surviving and uncertainty and apprehension for the future (Wolfe, 2004). Similarly Noer (1993) stressed that those who survive downsizing are more victims

than whose employment were terminated. This goes to explain the extent of psychological and social impact on survivors and their experience of change.

Although, research evidence predominantly show the impact on survivors to be negative (Appelbaum, 1999; Kim, 2003). However, lots of writers have argued that there are positive effects as well (Evans, 1997). For example, if in a downsizing program, middle managers are laid off, the senior managers may take more responsibilities or the first level managers may be assigned decision-making responsibility (Evans, 1996). Moreover, evidence on past studies has described survivors' experience as "mixed emotions" because on one hand, they are glad to have survived and see it as organisation's high regard for them. On the other hand their loyalty and commitment have been damaged by loss of co-workers and friends and a feeling of guilt (Kulkarni, 2008). It is important to emphasize the crucial role of managers in a downsizing exercise that is non-traditional and emotionally demanding; and that the pressure may result to anger, frustration, resentment and negative attitudinal responses (O'Neill et al., 1995). Below are the several key behavioural outcomes often experienced by survivors' through research findings.

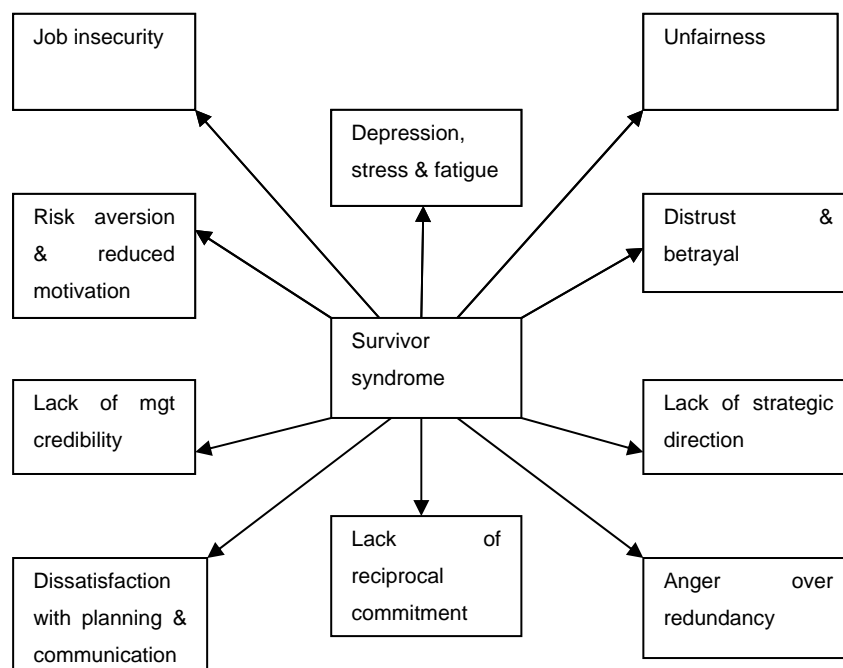


Figure 3 - 2: Surviving downsizing: emotional clusters of survivors. Source: adapted from Noer (1993)

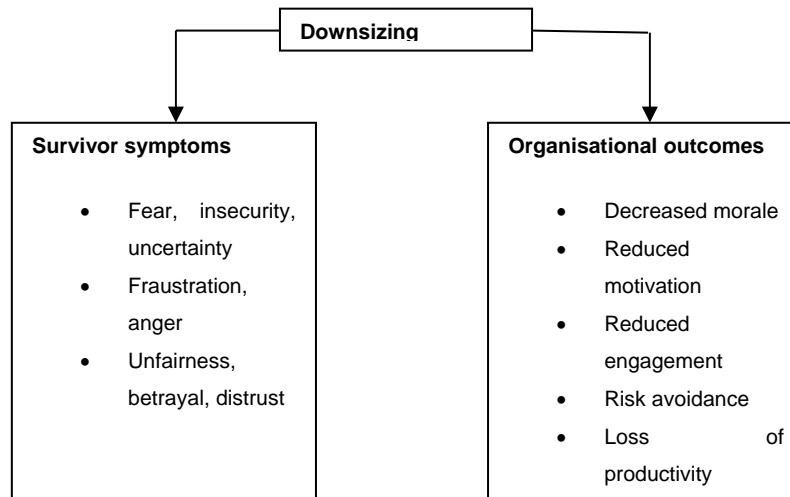


Figure 3 - 3: Downsizing: survivor symptoms & organisational outcomes
Source: Wolfe (2004)

There has been suggestion that survivors' syndrome or behaviours are personality-driven (Baruch and Hind, 2000). Two theories have been used to explain survivors' syndrome; Becker's Side Bet Theory 1960 cited in (Baruch and Hind, 2000); and Burke's Identity Theory (1991). The two theories explain attitudes as antecedents to behaviour and actions. The former of these theories stress that individuals consider psychological and emotional investment they have made in an organisation over time. They consider and evaluate the costs and benefits of leaving or staying during post-downsizing experiences. When the costs of remaining are higher, they are less likely to exhibit positive-job related attitudes and vice versa (Wolfe, 2004). This situation may rightly apply where there is high rate of unemployment and moving from one job to another might be very difficult as the case in developing economies like Nigeria. The consideration & evaluation of costs and benefits may also be in relation to their age and tenure or stage of their career in the organisation. For instance, someone who has stayed longer and at later stage of his/her career may view the change more positively, and behave or respond differently from another

who is younger or new in the organisation. The later theory proposes that attitudes are based on individual differences and importance placed on the job. It emphasizes the significance of external psychological and social factors and the consideration given to such factors by the individual at the nexus of event. Such factors include individual role identity and gender differences (Baruch and Hind, 2000; Wolfe, 2004). For example, women may experience the effects of survivor syndrome in lesser degree than men. This may be particularly true in Nigeria culture because of the role difference between men and women with regards to the burden of family obligations. Therefore responses will depend largely on individual cultural values or orientations. The next section will discuss forms of organisational citizenship behaviours.

3.10 Loyalty concept

Loyalty means commitment, attachment and identification with organisation at all times. However, the opinions of most writers on sociological/psychological concept of loyalty are varied. One stream stressed that loyalty should be non-negotiable in successes and failures (Foote, 1951); should be maintained even in situations involving great loss or suffering (Brown, 1986), task failure (Turner, 1981); and missed potential benefits (Tajfel, 1982). Ashforth, & Meal (1989) went further to emphasize that identification should be associated with loyalty and pride to the organisation and its activities. They contended that the greatest contribution of social identity theory to organisational behaviour is the obvious recognition that a psychological group is far more than an extension of interpersonal relationship (Turner, 1985), and argued that based on this contextualization, social identification enables the individual to conceive of and feel loyal to an organisation or corporate culture (Turner, 1982; Ashforth, & Meal, 1989). This implies that even when employees feel that the organisation has failed or breached its own duties or obligations, their loyalty and identification with the corporate goal is non-negotiable.

3.11 Organisational commitment

Organisational commitment describes the strength of employee's identification or attachment to the organisation (Meyer, & Allen, 1984). When breach occurs, employees commitment is lowered and identification less likely (Zhao et al., 2007). This is "attitudinal commitment" (Iverson, & Buttigieg, 1999). Breaches, decrease trust

especially when rules of friendship are violated or when employer breaks the basic rules in work relationships (Robinson, & Rousseau, 1994). The fact that social exchange relationships are interconnected in nature, a breach could “trigger off a chain of further breaches” (Coyle-Shapiro & Conway, 2004). This includes, the employee withdrawing their commitment and psychological attachment to the organisation and being sceptical about the integrity of the organisation (Mistrust). This attitude of non commitment is a form of contract breach based on identity/identification theory (Ashforth, and Meal, 1989). Hence reduced commitment has been associated with increased incidences of absenteeism and decreased productivity (Cooper-Hakim, & Viswesvaran, 2005). Therefore, this study aims to understand how culture influences such attitudes and behaviours like loyalty and commitment as individual behaviours or attitudes are product of their beliefs and values and mental schemas.

3.12 Turnover intention

Turnover intentions reflect the subjective probability that an individual will leave his or her organisation within a period of time (Zhao et al (2007). It serves as an indicator of extent of one’s psychological attachment to the organisation. Also intention to leave is a pointer to employees’ dissatisfaction with workplace event (Zhao et al, 2007). The perceived breach of psychological contract is attributable to increase in employee’s intention to leave an organisation (Restubog et al, 2006). Moreover, both job satisfaction and turnover intentions have been identified as important indicators of employees’ adjustment to transformational changes (Amiot et al., 2006; Rafferty, & Griffin, 2006). These negative reactions by employees are forms of breach itself which were actually begot by the breach from organisations (Bordia et al., 2008). The intention to quit is a common response to negative events at work (Lum, Kervin, Clark, Reid, &Sirola, 1998). The turnover based on breach perception not only serves as dissatisfactory work relationship but also punishes the organisation as it usually result to high costs to management, and can hurt business operations (Kacmar, Andrews, Van Rooy, Steilberg, &Cerrone, 2006). In addition, perceived psychological contract breach may likely elicit shocks and employees might be forced to reassess their attachment to the organisation (Robinson &Rousseau, 1994). When the perceived inequity is high, employees may respond to

this obligation failure by voluntarily terminating the relationship (Turnley, & Feldman, 1999). Therefore, the understanding from these assertions affirms that reduced identification or loyalty, commitment, and increased exit intention may indeed be psychological contract breach (PCB) based on identified negative impacts on organisational performance. Therefore, since research has shown that individual behaviours are influenced by culture and differ because of differences in beliefs, perceptions, and value orientations across cultures (individualists & collectivists). The insight to be gained from this research investigation will help to find out if these organisational citizenship behaviours as identified in past study findings are universal or culture-specific. This is the basis of investigation of survivor-managers' experience of perceived implicit contract breach during organisational downsizing and the influence of culture in Nigeria. The intention to leave is consistent with studies carried out in western culture, hence the need to understand how this could apply in a non-western culture like Nigeria with scarcity of jobs, high job insecurity and unemployment.

3.13 Summary

The chapter reviewed literature on historical development of psychological contract from its early conceptualization to contemporary perspective. It discussed the conceptualization of PC as schema and mental model, including its formation and elements of mutuality and reciprocity inherent in psychological contract. The chapter included the review of typologies of PC and how events in global business environment has influenced the emergence of the new psychological contract and discussed perceptions of PC breach and violation. Organisational downsizing was discussed and findings revealed that during downsizing exercise, PC agreement is either altered or modified to suit emerging situation thus showing relationship between PC and downsizing practice.

Discussion on this chapter included the concept of culture and cultural psychology. Literature review revealed various types of cultural models and how such models have influenced management thinking based on the dominance of Euro-American 'ethnocentric cultural perspective. Challenges of cultural differences are discussed revealing the divide in perceptions and beliefs of culture" the west and the rest or non-western. The chapter discussed the challenges of cultural differences based on

the fact that behaviour differences result from variation in beliefs, values and other social norms which makes difficult to understand individual behaviours on the principle of what is universal/what is culture-specific. Study discussed how cultural beliefs and perceptions influence individual perception, understanding and formation of psychological contract. Finally, Survivor syndromes are explained showing the impacts on employees' wellbeing as well as organisational outcomes, and the apparent organisational citizenship behaviours to be likely exhibited by survivor employees. The next chapter will discuss research paradigms and methodology.

Chapter 4 Research Paradigms and Methodology

4.0 Introduction

Paradigm is defined as a set of philosophical assumptions about the nature of the world and how such is understood (Bodgan and Biklen, 2006; Maxwell, 2008).

In research, data collection, analysis and interpretation is usually carried out based on certain underlying assumptions, and the method the study investigator will adopt influences the process and its outcomes (Doolin, 1998). This chapter presents the various paradigms, design and methods adopted in the research study, and the reason why a particular paradigm (s) and method (s) are selected for this study. The chapter is organised as follows: The research paradigms, the justification for the choice of study design, the choice of methodology adopted and the rationale was discussed. This would also include, contrasting the two philosophical paradigms (positivism vs. interpretivism). The data collection method and sampling procedure are presented including the justification for choice of method and sample procedure. The interview process and the conduct of the interviews are discussed. The chapter also include a review of analysis techniques adopted; the ethical issues; study rigour and research limitations

4.1 Research Design

A research design is described as a plan and structure of the study investigation which would enable the researcher to obtain answers to the research questions (Kerlinger, 1986). The choice of design is usually guided by the purpose, the type of investigation and the extent of involvement by the researcher. Creswell (2003) argued that research design for any inquiry depends on the philosophical assumptions about knowledge claims, the strategies for inquiry and the procedures to be used in data collection & analysis (method). It is also determined by the stage of knowledge in the field of study, the time period for collecting data and the type of analysis techniques adopted ' quantitative or qualitative' (Sekaran, 2003).

4.2 Philosophical assumptions of research paradigms

Different research paradigms have varied philosophical assumptions about what constitute knowledge and the way we can understand things around us (Oates,

2006). The choice of the paradigm adopted by the study researcher guides him/her on philosophical assumptions and the choice of instruments and methods (Ponterotto, 2005). Therefore, understanding the paradigmatic assumptions is vital in any research since a suitable or valid research methods are underpinned by certain philosophical perspectives (Myers, 1997). There are philosophical paradigms recognised as germane in qualitative research; positivism, post-positivism, critical theory, and constructivism (Guba and Lincoln, 1994). In the same vein, positivism, interpretivism and critical theory were described as the most dominant paradigms Sarantakos (1993). The paradigms and the underlying assumptions are described in the table below.

Table 4 - 1: Philosophical assumptions and the research paradigms

Philosophical Assumptions	Positivism	Constructivism/ Interpretivism	Critical Theory
Ontology	Reality exists by natural mechanisms, Discrete variables can be measured	Reality is constructed by people based on beliefs, feeling and experience	Reality is shaped by social, ethnic, economic and political and other forces over time
Epistemology	Researcher is remote from reality	Researcher is a passionate participant	Researcher is involved with those being researched
Methodology	Experiment and surveys. Mainly quantitative methods	In-depth interviews, Individual beliefs, feelings, and views sought	Action research. Researcher is transformative, changing the participants' social world

Adapted from Hine and Carson (2007, p.4)

4.2.1 Positivist approach

Positivist approach has its underlying assumptions from scientific methodology, and is considered prevalent in research literature (Morgan, 2007). The main instruments include observation, presentation of proposition, and use of inferential statistics

(Ponterotto, 2005). The aim is to predict outcome of phenomena through explanation and observation (O'Leary, 2004)

Ontologically, Positivism is based on the assumption that the study of social world is value free and can be studied in similar manner to the natural world (Mertens, 2005). The positivists believe there is one reality out there which is independent of the knower (Myers, 1997; Ponterotto, 2005). It emphasized that through interactions, conducts and the way people act is central to the real world around us (Mason, 1996). For example, a researcher investigating the psychological contract experience of survivor first-line managers may randomly select a large number of samples of prospective participants in one sector. The researcher may conduct a controlled experiment by manipulating one single variable, other variables remaining constant.

The epistemological standpoint of the positivist approach is premised on objectivism and dualism. Traditional positivism according to Guest et al., (2013)

“as envisioned by Compté i.e. “logical” or “rigid” positivism assumes that there is an objective reality independent of the observer and that, given the right methods and research design, one can accurately capture that reality” (Guest et al., 2013, p.6).

It emphasises the fact that research must be conducted with complete objectivity as the only way to ensure validity. On the relationship between the researcher and the participants, the dualism concept emphasise that the researcher, participants and the subject of investigation are separate and independent (Ponterotto, 2005). The research must be value free without any influence whatsoever by the researcher. The approach relies on theory and test as means of predicting the research outcome

Although most research studies have been guided by this paradigm, it however has various shortcomings. The approach has been criticised for its emphasis on turning abstract concept into quantifiable measures (Lincoln and Guba, 1985). Secondly, it is criticised for being unable to deal with emergent conceptual formations from a number of fields as well as its foundational philosophical assumptions (Lincoln and Guba, 1985). The next paradigmatic assumption will be discussed below.

4.2.2 Interpretive approach

In the words of Walsham (1993) “Interpretive method of research start from the position that our knowledge of reality, including the domain of human action, is a social construction by human actors and that this applies equally to researchers. Thus there is no objective reality which can be discovered by researchers and replicated by others, in contrast to the assumptions of positivist science” (p.5)

Interpretive and constructivism are interchangeable used by many researchers. The paradigm grew out of the philosophy of German scholars, Edmund Husserl and Wilhelm Dilthey interpretive hermeneutics (Mertens, 2005) However, for the purpose of this research, the word interpretive will be used. Interpretivism is premised on understanding social world, and to explore how different social factors are related.

Ontologically, interpretive paradigm looks at multiple realities that are socially constructed through interface with the environment (Ponterotto, 2005). It sees reality as “socially constructed” and have the intention of understanding human experience through dialogue between the investigator and the investigated (Mertens, 2005,p 12). Interpretive research is subjective as it is influenced by the social context, the participant, the investigator and the social setting. According to Denzin,

“Objective reality will never be captured. In-depth understanding, the use of multiple validities, not a single validity, a commitment to dialogue is sought in any interpretive study” (Denzin, 2010, p.271).

From epistemological standpoint, the interpretive researcher, relies on the views of the participants on the phenomena being studied (Creswell, 2003). The essence is to understand the phenomena through the values the individuals attach to them. It gives credence to the impact on the research on the background and experiences (Creswell, 2003). For example, a researcher on psychological contract investigating the impact of perceived breach on survivor first-line managers during change may spend time interviewing the identified participants. In terms of methodology, it has no pre-determined dependent or independent variables, and studies participants in their natural setting.

Table 4 - 2: Judging the quality of positivist and interpretive research

Positivism	Interpretivism
Validity	Trustworthiness
Objectivity	Conformability
Reliability	Dependability
Internal validity	Credibility
External validity	Transferability

Source: Lincoln and Guba (1985)

The concepts of reliability and validity which helps to judge the quality of positivist study may be appropriate in qualitative research, however, positivist approach may not invariably be relevant in this research as it lacks the tool for interpreting individuals experience in their social setting. Therefore, interpretive paradigm may be most suitable because it is used to understand individuals' lived experiences and feelings such as the case of survivor first-line managers' psychological and emotional experiences during downsizing exercise.

4.2.3 Positivism versus Interpretivism

There have been debates amongst researchers about different approaches to social science research in relation to what constitute knowledge (Guba, & Lincoln 1994). This is borne out the divergent views on philosophical perspectives or paradigms. Paradigmatic assumption determines the criteria upon which the research selects and defines problems for investigation, and how the study investigation is approached in reference to method and theory (Myers, 1997). It can be described as a shared sense of scientific inquiry that influences the way a phenomenon is studied and interpreted (Mertens, 2005).

Paradigms are important in research as they help to shape the way researchers carry out their investigation. They are helpful in determining the perspectives from which study is designed, and for data collection and analysis methods to be adopted (Cody and Kenny, 2006). Dominant amongst the paradigms in social science research are positivism and interpretivism. The two paradigms differ in terms of underlying assumptions and methodological approaches, and broadly grouped into quantitative and qualitative methods.

The positivists assume there is only one truth, an objective reality that exists independent of human perception; i.e. such that reality can be studied without human influence (Mertens, 2005). It is this reality that provides the foundation for human knowledge. Epistemologically, the positivists assume the investigator and the investigated are independent entities. Therefore, the investigator is capable of studying a phenomenon without influencing it or being influenced by it (Guba & Lincoln, 1994). That reality is perceived as lawful, orderly and through careful observation and proper scientific methods, it is possible to explain or predict phenomena (Usher, 1996). It emphasises a value-free framework in measuring and analysing causal relationships between variables (Denzin & Lincoln, 1994).

The strengths of the positivist view lie in its emphasis on careful sampling, validity, comparability, and generalisability of findings. However, the obvious weaknesses of this perspective, is that it is inadequate when dealing with human experiences. It does not incorporate the usage of personal knowledge and insights gained in social environment.

In contrast, the interpretivism assumes that reality is constructed and that reality is constantly changing or influenced by social, cultural, environmental and gender factors. Ontologically, there are multiple truths or realities based on one's construction of reality. Epistemologically, there is no access to reality independent of human minds. Human interaction is required to gain insight into their experiences, beliefs and perceptions. Therefore, in order to unearth people's beliefs and meanings, researchers should interact dialogically with the subjects of study. They suggest that reality has no existence prior to the activity of investigation, and that it ceases to exist when there is no longer a focus on it (Smith, 1983). It accepts the indivisible bond between values and facts in understanding reality within a social context. The interpretivism has been criticised for its vulnerability to researchers or human influence, and to depend wholly on the researchers debating skills rather than their expertise. However, the strengths lie on the applicability to complex and ever changing business environment especially when dealing with individual experiences. Also, human knowledge is not value-free, and insight on human beliefs, feelings, and meanings cannot be constructed by statistical or scientific empiricism.

4.3 Research Methodology

4.3.1 Phenomenology

Phenomenology is both a philosophy and a research method used in studying individuals' perceptions, feelings and human experiences (Moustaas, 1994; Creswell, 2003; Guest et al., 2013). It evolved as an alternate approach to traditional scientific approach and emphasised the notion of humanities and adopts different approach to research inquiry from natural sciences (Pascal, 2010). The difference between phenomenology and traditional approach is based purely on ontological and epistemological perspectives. Husserl has been widely acknowledged as the founding father of phenomenology (Moran and Mooney, 2002)

The Husserlian phenomenological tradition focuses on exploring the conscious lived experience and the way the phenomena is perceived in everyday life (Crotty, 1998). It is mainly concerned with understanding the participants' life world. It emphasized bracketing i.e. keeping researcher's subjectivity at abeyance as the best way to enter the participant's life world. The notion of bracketing is in the sense of liberating the researcher from preconceptions, and emphasises the subject-object dualism concept positing the researcher as assuming objective knowledge, and therefore describe as erroneous the objectivity of human experience (Pascal, 2010). More, so, Husserl posited that in bracketing; the researcher should detach from past experience as the only way to gain full understanding of the phenomena being researched. It is also important to posit that, in the Husserlian descriptive tradition, the impact of culture, society and politics on individual freedom to choose are not central to this thought or considered essential (Lopez & Willis, 2004).

The assumption of bracketing was challenged by Heidegger, Husserl's student, who posited that a person as being-in-the –world cannot disconnect or detach from the world (Heidegger, 1996, 2000). Instead he stressed that meaning is co-developed through close human interaction and life experiences. His opinion is that it is not possible to bracket human experiences, but rather through reflection, we can become aware of our assumptions (Pascal, 2010). Heidegger used the term 'being-in –the-world to emphasize that humans cannot abstract themselves from the world, and stressed that presuppositions, background or expert knowledge of researcher are valuable guide to inquiry (Heidegger, 1996, 2000; Koch, 1995). These presuppositions can be in terms of familiarity with or sharing same cultural values,

beliefs, and other socio-historical information. His interpretive phenomenological tradition advocates that the meanings the researcher arrives at inquiry are a blend of meanings articulated by participants and the researcher (Gadamer, 1976). Furthermore, Heidegger explained that human beings exist between their persons and social historical context, and that our existence and understanding is shaped by the past, present and future which he called 'Dasein' (Heidegger, 2000; Pascal, 2010). I.e we use what we know in the past (experience) to construct meaning & knowledge about the present for future understanding. This is in line with the popular English axiom 'experience is the best teacher'

Notable scholars have described the descriptive and interpretive phenomenology as a continuum (Finlay, 2009). Van Manen (1990) argued that where description is mediated by non-verbal cues or actions, textual data, which is a stronger element of interpretation, is imperative. For Heidegger (1996), the meaning of phenomenological description as a method lies in interpretation.

What these arguments posit is that there is no clear cut distinction between descriptive and interpretive phenomenology. This means that interpretation can be applied in phenomena with largely descriptive text data. Similarly, this found support from Wertz (2005), as he argues that...

"...interpretation may be used, and may be called for, in order to contextually grasp parts within larger wholes, as long as it remains descriptively grounded" (p. 175)

Also, Langdridge (2008) stressed that in practice

"There are no hard and fast boundaries between description and interpretation, as "such boundaries would be antithetical to the spirit of the phenomenological tradition that prizes individuality and creativity" (p. 1131).

For the purpose of this research, phenomenology will be applied as underpinning philosophy and method. It will provide the ontological and epistemological understanding of survivor first-line managers' experience of perceived implicit contract breach during organisational downsizing. This will be based on Heidegger's interpretive tradition as a means of accessing lived experience, and gaining

understanding of the meanings & attitudes and feelings of these participants' (survivor managers). Phenomenology is concerned with lived experience or everyday life world (Langdrige, 2008). Similarly, my research is concerned with the psychological and emotional experiences of survivor first-line managers during organisational downsizing. This implies that the theoretical framework has an apparent relationship with the studied objectives which seeks to understand the experience of survivor-first-line managers and how culture influences their perceptions, feelings and other behavioural/attitudinal outcomes in such situation. The choice of interpretive phenomenology is equally because the tradition acknowledged the embodied, emotional and socio-cultural experiences of studied participants (Pascal, 2010) and is linked with the analysis approach adopted for this study. For example, the way, studied participants (survivor first- line managers) would experience and respond to perceived breach of implicit contract may depend on each one's personal perception and socio-cultural situation, e.g. background & family obligations.

4.3.2 Researcher in the research investigation

In phenomenological research, the place of researcher or the relationship between the researcher and the researched is a contentious issue. However, the subjectivity of the researcher is said to be inevitable (Finlay, 2009). The question is the extent of researcher involvement in a phenomenological study. There are two schools of thought mainly due to the descriptive and interpretive divide.

Stressing researcher's subjectivity in a phenomenological study, Giorgi (1994), stated,

"...nothing can be accomplished without subjectivity, so its elimination is not the solution. Rather how the subjectivity is present is what matters and objectivity itself is an achievement of subjectivity" (p. 205).

Others advocated on what they described as engaging in,

"Phenomenological attitude", this involves the researcher being open to the "other" as a way of seeing the world differently. This open attitude is variously described as "disciplined naivete, bridled dwelling, or emphatic wonderment in the face of the world" (Finlay, 2009, p.12).

They emphasise that the researcher should render oneself as neutral and non-influential as possible. This will be done through bracketing one's previous knowledge and assumptions in order to capture the appearing phenomena (Giorgi, 1994; Finlay, 2008). Bracketing here according to Giorgi involves simply refraining positing altogether and trying to look at the text with open attitude.

The second group of phenomenologists especially those of hermeneutic philosophy, argued that it is impossible and unrealistic to set aside researcher's experience. Rather, researcher needs to be aware of the preconceptions and beliefs, and use that to question them in the light of emerging new evidence (Halling et al., 2006). They argued and posited the intersubjectivity of the researcher and stressed that what is required is, "critical self-awareness" of one's own subjectivity, and assumptions and how this might affect the process and outcomes (Finlay, 2008, p.17).

The word 'intersubjectivity' explains a co-created and mutual relationship between the researcher and the researched as source of knowledge, and acknowledges the values and experiences the researcher brings to the inquiry (Heidegger, 2000). Recognising the researcher's subjectivity, pre-existing beliefs is necessary to break up what belongs to the researcher from the descriptions of the studied participants, and this self-reflection is considered an integral part of this process (Colaizzi, 1973). Gadamer on his own described this as being open to the other while at the same time recognising biases. Accordingly, he stated,

"This openness always includes our situating the other meaning in relation to the whole of our own meaning or ourselves in relation to it...This kind of sensitivity involves neither "neutrality" with respect to content nor the extinction of one's self, but the foregrounding and appropriation of one's own fore-meaning and prejudices. The important thing is to be aware of one's own bias, so that the text can present itself in all its otherness and thus assert its own truth against one's own fore-meanings" (Gadamer, 1975, p. 268-269).

Thus, in terms of research, the researcher should adopt an attitude of shifting back and forth, focusing on own assumptions and then returning to look the participants' experiences, opinions and views in entirely fresh new way. This is often present and

demonstrated when the researcher and the researched intermingle in reciprocal and dialogical relationship concomitant in in-depth phenomenological interviews

4.3.3 Quantitative versus Qualitative methods

Data collection methods in research fall into two broad categories namely quantitative and qualitative methods. Quantitative method focuses on measurements and the use of numeric values (Zikmund, Babin, Carr & Griffin, 2010). These values are then put into statistical analysis and hypothesis testing. The method uses randomization, and highly structured protocols or orally administered questionnaires with a range of predetermined responses. Sample sizes are large to ensure that samples are statistical representation of the population (Casey, 1993).

For qualitative method, it has its origin in social science. It involves investigation and the interpretation of social & cultural phenomena without applying statistical methods. According to Denzin & Lincoln (2005) and Ponterotto (2005), qualitative approach comprises a broad class of empirical procedures used to interpret the views and experiences of the participants in their social setting such as workplace. It mainly involves listening, observing and interpreting phenomena (Zikmund et al., 2010). According to Merriam (2009), “Qualitative researchers are interested in understanding the meaning people have constructed, that is, how people make sense of their world and the experiences they have in the world” (p.13)

The inductive as well as the flexible nature of qualitative method offers unique advantage over quantitative method especially the ability to probe into responses or observations needed to describe or explain human experiences, beliefs and behaviours (Guest et al., 2013). This unique characteristic enables the researcher to answer the how and why questions as the case in this research study. It uses method of data collection such as in-depth interviews, observations, case studies and focus groups. This research approach usually involves the use of participants' own words to describe the phenomenon under investigation. Qualitative researchers review transcripts, recorded interviews and notes taken during interviews, focus groups/participants research. The use of qualitative research makes possible for the researcher to see and talk to the study participants being interviewed, focus their attention to the case(s) in order to understand both the social and cultural context within which they operate. This implies that qualitative researchers investigate

phenomena in their natural settings by attempting to make sense of it in terms of the meaning people bring to them (Denzin and Lincoln, 2005)

For quantitative researchers, the emphasis is on data quantification. The criticisms for quantitative research are the case of inappropriate sample frame, and inconsistency between the measures used and hypothesis (Denzin & Lincoln, 2005; Bryman, 2008). On the part of qualitative research, the criticisms are that it lacks theoretical development, provides very little insight into the study process (Denzin and Lincoln, 2005). Also, the challenge often linked with qualitative method is that, it is rooted in many disciplines which originate from different philosophical assumptions (Ponterotto, 2005). Although both approaches are seen and perceived in a different way, however, they are not necessarily two extreme “philosophical continuums” (Hine and Carson, 2007).

4.4 Justification for use of qualitative approach

The adoption of qualitative approach for this research was informed by the problem of the study and the nature of those being studied (Creswell, 2003). Qualitative approach is suitable for providing answers to why and how questions of research. Accordingly, Srivastava and Thompson (2009) argued that the why and how issues of a phenomenon would best be addressed by qualitative approach rather than quantitative. Qualitative approach is best suited for a research where a topic has never been researched using a certain group or where little research has been carried on the topic under study (Morse, 1991). Also, the inductive nature of qualitative study is another consideration for use in this study. Similarly, Guest et al., (2013) stressed that the inductive and flexible nature of qualitative approach is helpful in delving deep into internal psychological processes such as values, motives or behaviours of individuals. The subjective nature of the studied phenomena (psychological experience, feelings and emotional responses) can be best revealed through phenomenological interviews rather than statistical computation. Similarly, Marshall argued that understanding complex issues associated with social world requires qualitative approach which equally allows detailed interpretation of the phenomenon (Marshall, 1996). The implication of this statement, is that the researcher should engage the participants in a dialogical communication within the social setting in order to understand their lived experiences on the phenomena being

studied using open ended and less structured interview questions. The use of open ended and less structure interview guide is also necessary to facilitate the level interaction between the researched group and the researcher in order to generate the required data (Morse, 1991). The probing nature of open ended interview enables the researcher to obtain responses needed for detailed description and explanations of experiences, behaviours and beliefs, and this is the best way to answer the why and how questions (Guest et al., 2013).

4.5 Data collection

In collecting data for a research study, it is necessary to consider a range of possibilities in any study. This usually revolves around the nature of the study, the degree of the use of close-ended versus open ended, and their focus on numeric versus non-numeric information (Creswell, 2003). In qualitative research, some of more common approaches certainly overlap with no clear distinction between them. This is demonstrated in the table below.

Table 4 - 3: Research Approaches and Implication for Data Collection

Types of Approach	Defining Features	Data Collection Implications
Phenomenology	Focuses on individual experiences, beliefs, and perceptions; Text used as a proxy for human experience	Questions and observations are aimed at drawing out individual experiences and perceptions; In focus groups, group experiences and normative perceptions are typically sought out; In-depth interviews and focus group are ideal methods for collecting phenomenological data
Ethnography	Oriented toward studying shared meanings and practices (culture). Emphasises the emic perspective Can have a contemporary or historical focus	Traditionally associated with long-term fieldwork, but some aspects are employed in applied settings. Participant observation is well suited to ethnographic inquiry
Inductive Thematic Analysis	Draws on inductive analytic methods; Involves identifying and coding emergent themes within data; Most common analytic approach used in qualitative inquiry	ITA requires generation of free- flowing data; In-depth interviews and focus groups are most common data collection techniques; Notes from participant observation can be analysed using ITA, but interview/focus group data are better
Grounded Theory	Inductive data collection and analytic methods; Uses systematic and exhaustive comparison of text segments to build thematic structure and theory from a body text; Common analytic approach in qualitative studies	In-depth interviews and focus group are the most common data collection techniques; Sample sizes of grounded theory are more limited than for ITA, as analytic process is more intensive and time consuming
Case Study	Analysis of one to several cases that are unique with respect to the research topic; Analysis primarily focused on exploring the unique quality	Cases are selected based on a unique (often rarely observed) quality; Questions and observations should focus on and delve deeply into, the unique feature of interest

Discourse/Conversational Analysis	Study of “naturally occurring” discourse can range from conversation to public events to existing documents; Text and structures within discourse used as objects of analysis	These linguistically focused methods often use existing documents as data; Conversations between individuals that spontaneously emerge within groups may be studied but are not preferred; Participant observation is conducive to discourse analysis if narrative from public events can be recorded
Narrative Analysis	Narrative (storytelling) used as source of data; Narratives from one or more sources (e.g. interviews, letters, diaries, literature)	If generating narratives (through in-depth interviews), then questions/tasks need to be aimed at eliciting stories and the importance those stories hold for participants, as well as larger cultural meaning
Mixed Methods	Defined as integrating quantitative and qualitative research methods in one study; Two most common designs are sequential and concurrent	Collection of qualitative data in a mixed methods study can be informed from a wide range of theoretical perspectives and analytic approaches; Researchers must specify up front, and in detail, how, when, and why qualitative and quantitative datasets will be integrated

Source: Guest et al., (2013, p.10)

4.5.1 Phenomenology

Phenomenological philosophers have been

“extraordinarily diverse in their interests, in their interpretation of the central issues of phenomenology, in their application of they understood to be phenomenological method, and in their development of what they took to be the phenomenological programme for the future philosophy” (Moran, 2000, p.3).

However, there is a general consensus among the phenomenological researchers, that, central to this is a return to embodied experiential meaning, with rich descriptions of phenomenon as lived (Finlay, 2009) Phenomenology is defined as

“A philosophical approach to the study of experience... [that] shares a particular interest in thinking about what the experience of being human is like, in all of its various aspects, but especially in terms of the things that matter to us, and which constitute our lived world (Smith, Flowers and Larkin, 2009, p.11).

Phenomenological methods have been described as being responsive to the studied phenomenon, and the subjective inter-relationship between the researcher and the researched. The method involves mainly three interlocking steps and emphasizes phenomenological reduction, description and the search for essence according to Giorgi (1997). Commonly employed in clinical psychology, and often associated with set of approaches and procedures (Moustakas, 1994). Such approaches include; open lifeworld (Dahlberg et al., 2008); van Manen's lived experience (1990); the dialogical approach (Halling et al., 2006); and other methods that do not use Husserlian tradition like IPA (Smith et al., 1999). Much of qualitative inquiry is phenomenological as it aims to understand individual lived experiences including the behavioural, emotional & social meanings that embody these experiences. Hence the open-ended questions and conversational inquiry concomitant with qualitative study allows researched individuals to openly and freely express themselves on the topic of research without the usual constraints imposed by structured questions in quantitative approach (Guest et al., 2013). It is imperative to point out that not all qualitative study has phenomenological underpinnings, such as may be found in

ethnographic studies that involve cases that transcend individual experiences like studies of cultural process, although, data collection for such studies is usually through interviews or individual experiential lens (Guest et al., 2013). The use of phenomenology as methodological underpinning is because this study aims to investigate the psychological contract experience of survivor first-line managers during organisational downsizing. And as Finlay (2009), puts it, “a phenomenological method is sound if it links appropriately to some phenomenological philosophy” (p.8). Interpretive phenomenology is adopted because it is an integral part of qualitative approach and suitable for researches involving small businesses as in this case with close involvement of researcher and his/her subjective views (Lacey & Luff, 2001). The use of interpretive approach is to ensure rich accounts of participants’ experiences thereby provide clearer opportunity for original contribution. This study adopted an in-depth semi-structured interview approach in collecting data for this investigation.

4.5.2 Semi-structured (in-depth) interviews

The study will employed semi-structured interviews (SSIs) with flexible and open ended questions. This method is chosen because they provide a flexible tool and are considered more likely to provide accounts of views as well as better access to participants’ experiences, interpretations and opinions on the phenomena (Byrne, 2004). Unlike in focus group, participants’ anonymity and confidentiality can be more ensured in one to one interview.

4.5.3 Rationale for choice of interview method

The choice of semi-structured interviews (SSIs) approach is because it offers a wide variety of norms and multiple uses required for generating data (Denzin and Lincoln, 1994). The one to one approach of in-depth phenomenological interviews ensure the needed flexibility, and makes it possible for tailoring the line of inquiry based on the experiences gained in previous interview exercises. Although SSIs have been often criticized for its lack of standardization, reliability, including the fact that it is prone to bias and time consuming (Pollio et al., 1997).

In order to take into accounts, these criticisms against SSI approach and ensure thoroughness, the researcher was able to acquaint himself with the knowledge of

interview techniques by making adequate research and mentoring by colleagues who have previously used the approach. The researcher also adopted the use of digital recorder, field notes were taken during interviews, and all data records generated were kept to ensure internal validity.

4.5.4 Study sample selection & sample size

In qualitative research, the choice of sample is very vital, hence sampling decision is required. The sampling decision for a research project will depend largely on the relationship with the study participants, the data collection approach and analysis as well as the conceptual framework adopted by the researcher (Maxwell, 2008). Sample selection is a complex issue in qualitative research as research here involves understanding of complex human issues such as lived experiences, beliefs and feelings, and to provide answers to why and how questions to such humanistic issues (Marshall, 1996; Coyne, 2008).

It is imperative to emphasise that, in qualitative study, the sample size is always small, and sample generalisation may have any effect on the research objectives and the validity of the study (Myers 2007). For instance, to study a phenomenon, a small sample size may prove more useful to do an in-depth study than a large sample size. The determinant for a sample size in qualitative research is the ability of the sample to address the research questions and the study objectives, and to gain insight into the studied phenomena and make contribution to knowledge. The number may not be known from the inception until saturation is reached during interviews (Marshall, 1996). A sample of 20 survivor first-line managers was used for this study. They were selected from capital market firms in Lagos that have implemented a downsizing exercise. The selections of the 20 individual participants are based on judgement and the purpose of the research which is aimed at providing information rich data that would enable the research achieve its set objectives. This sampling strategy was adopted because qualitative research is subjective and statistical generalization may not be useful (DiCicco-Bloom and Cabtree, 2006). These interviewees are the primary unit of analysis (Bless and Higson-Smith, 2000). The use of this group of study participants is because they are all managerial survivors with “lived experiences” of downsizing exercise. The use of in-depth semi-structured interviews would enable the researcher to fully investigate participants’

views (Miles, & Huberman, 1994). According to Boyd (2001), two to 10 participants is sufficient to reach saturation and Creswell (1998, pp.65) recommends “long interviews with up to 10 people” for a phenomenological study. The sampling technique adopted for this study is purposeful sampling

4.5.5 Purposeful sampling

Purposive sampling, a non-probability sampling technique is adopted for this study. The technique is based on judgement and purpose of research (Schwandt, 1997), and to identify the primary participants with ‘lived experiences’ (Woodgate, 2006). The sampling technique was also adopted because qualitative study is subjective as a result; statistical generalisation is not useful (DiCicco-Bloom & Crabtree, 2006). Purposive sampling technique helps the researcher make reasonable comparison of the opinions of the participants rather than for statistical generalisation (Mason, 1996)

The purpose is to select the unit of analysis which is individual based (survivor-managers) that will enable the researcher achieve the study objectives usually involving close interaction with the studied participants (Lincoln and Guba, 1985). This would increase the richness of the data and informed the justification for its adoption. In the opinion of Miles and Huberman (1994), purposive sampling adds credibility to study research and increases understanding of researched phenomena especially where the sample size is large.

4.5.6 Sampling procedure

The researcher chose Lagos as the location for this study. Lagos was chosen because of its diversity and being the most cosmopolitan city in Nigeria. Lagos has a population of 20 million people (estimated) comprising people with diverse cultural ethnic and religious background. Of the 175 firms within the capital market sector, 80 per cent of them are domiciled in Lagos (www.nairaland.com). Easy access to participants was also another factor considered for the choice of Lagos business hub. To this end, the researcher used database of Nigerian online business forum and the website of the capital market regulation commission to identify operators within the sector. Those selected are the ones that have carried a downsizing program within the last 2-3 years.

4.5.7 Selected participants/Companies background

The Nigeria capital firms are mainly individual and family owned companies which deal on equities. The emergence of these companies is attributable to the liberalisation policy of government that dates back to the 80s. Of the 175 capital market operators in Nigeria, 80 % of them are domiciled in Lagos which is the business hub of Nigeria. Most of the stock broking firms where participants are selected have staff strength of between 25 and 150 employees and classified as small or medium scale enterprises SMEs. By Nigeria Central Bank definition, SMEs are companies with asset base between N5, 000,000 and N500, 000 and staff strength of 20 to 300 employees. Consistent with this type of companies in Nigeria, they are faced with a myriad of problems such as poor management practices, constrained access to funds, poor infrastructural facilities, low equity capital, low return on investment, overbearing operating environment, societal problems and poor survival rate (Obokoh, 2008). 20 capital market firms were eventually selected based on the purpose of the research. Discussions were held with each top management to inform them of the study objectives and seek their support. This is aimed at enhancing access to the study participants and in consideration of the ownership structure

4.5.8 Semi-structured interviews/interview process

A sample of 53 participants were randomly selected purposefully from the 20 stock broking firms. The criteria for their selection were based on the fact that their organisations have carried out a downsizing program and most of them were departmental heads of their units during the exercise. A formal introductory letter was sent to them containing the research aims and objectives prior to the interview. The letter also contains the rights, responsibilities and obligations of the researcher and the study participants. Emails and telephone were used to follow up the identified participants. The search for access to participants had its own challenges. Most of the survivor first-line managers contacted requested time to get clearance from the company boss.

Pilot interviews

The pilot interviews were meant to provide understanding of the studied phenomena. The selections of participants were based on two criteria; they must fall within the category of the studied subjects (first-line managers) and must have witnessed and survived the downsizing exercise in the selected organisation. Interview guide reflection questions were designed in line with study objectives. They were peer-reviewed and scrutinised by the supervisors to ensure they are fit for purpose. Prior to the interview session, the participants were thoroughly briefed and made to sign the consent forms. During the interviews itself, those first-line managers who have previously agreed on contact to grant interviews were reluctant to do so on getting back to Nigeria, claiming work pressures. The challenge was to renegotiate access and agree on time scales for each participant. In the pilot stage, seven (7) participants were interviewed from 4 out of the 20 selected firms using open-ended and semi-structured interview questions. Each interview session lasted between 40-60 minutes. Prompts were also used to incorporate the relevant themes of the studied topic during the interview session. Emerging themes from the pilot stage in line with the study objectives formed the basis for deepening understanding in the next stage.

Second stage interviews

Consistent with qualitative approach which aims to improve researcher's understanding of complex and emerging views instead of generalisation, the second stage interviews were meant to deepen understanding and knowledge and to gain more insight into the lived experiences of survived managerial participants about the impact of breaches of implicit contract and their attitudinal responses as influenced by culture. To this end, a second interview guides or questions based on the emerging themes from the pilot stage were designed. The interviews questions were equally reviewed and approved by the supervisor before use. Before the interviews, a formal letter was sent to all participants detailing the purpose of the research and issues relating to confidentiality. Thirteen (13) other participants were interviewed using semi-structured interview approach conducted over the phone with each lasting between 45-60 minutes. It is important to emphasize that the two stages are not separate but complimentary in order to achieve the research objectives. The table below shows the number of participants and their organisation (names coded).

Table 4 - 4: No of participants and names of organisations

No of participants	Company code
3	CCAL
2	GSBL
1	TISNL
1	BASL
2	DMCL
3	NFBL
1	SSBL
1	ZNNL
1	WSGL
1	YSBL
1	PSSL
1	HNSL
2	MNSL
Total=20	

4.5.9 Capturing research information

All interview information was captured in audio tapes with the permission of the interviewees. Tape recording is a vital part of interview procedure. According to Oates (2006), human memory cannot be completely relied upon as it is prone to error and may not be able to uphold all transmitted information. The author therefore recommended the use of audio and video recording as well as field notes to enhance data capture. During the interviews, notes were kept of observations and events at each session. There were quite a few interruptions during the sessions. Issues include where the managers are required to attend to urgent information sought by their subordinates for clarifications. This is meant to provide reflections to the study and help shape the insight and knowledge.

The starting point for data management process is interview transcription. Oates (2006) stressed that transcribing interview data is necessary in order to capture the participants views and opinions and recommended verbatim transcription as being

vital to enable researcher include the words of the participants. All the data from the interviews were transcribed and password encrypted for confidentiality.

4.6 Ethical consideration and gaining access

Ethical consideration in research involves the principle of privacy, confidentiality, informed consent and avoiding deception (Kellehear, 1993). It's obvious that, in the research of this nature, the study researcher should engage in his/her own ethical decisions and in line with the institutional ethical framework. Ethics in research is a way the researcher ensures the research is conducted in acceptable moral standards and according to best practice. In line with this, Oates (2006) stressed that the researcher should obtain the consent of the studied participants by outlining the purpose and objectives of the research interviews and the duration. This was taken into account during the interview preparation. An introductory letter and the interview guide detailing the purpose of the interviews, the rights and obligations and the consent of the participants were sent ahead of the interview in a letter headed paper; see the appendixes (1-6). To ensure confidentiality and protect participants' identity, the names of individual participants and their organisations were altered with pseudonyms during transcription and analysis, and all stored data password encrypted.

4.7 Analysis

This aspect in qualitative study involves data reduction. Analysis in qualitative study can be done either through traditional approach or with the aid of computer based software. However, this study adopted the use of traditional analysis approach.

4.7.1 Thematic analysis (coding and categorisation)

Research evidence has shown that there is no quick way to analysing qualitative data because of the inherent subjectivity of the approach. The choice of analysis approach depends largely on the research aim and objectives, the time for the research and the expected knowledge contribution (Lacey and Luff, 2001). Thematic analysis aims to generate codes and themes for analysis process. Codes or categories are the fundamental concepts inherent in the data which the researcher is trying to unveil. Thematic coding enables the researcher to search and unveil

the themes connected to the phenomena being investigated (Braun and Clarke, 2006). Data coding is defined as

“an analysis...to review a set of of field notes, transcribe or synthesized, and to dissect them meaningfully while keeping the relations between parts intact” (Miles and Huberman, 1994, p.56).

Coding is generally considered an essential part of qualitative analysis process, and involves assigning unit of meanings to descriptive information generated in the study (Miles and Huberman, 1994). A theme is a pattern in data set that helps to organise possible observations and aid interpretation of studied concept or phenomena (Boyatzis, 1998). To clearly delineate or differentiate the meanings of codes and themes in this study, see the illustration in the table below

Table 4 - 5: Illustration of coded and themes

Code	Theme
The concept that the basic units of texts are describing	The merging of quotes from different transcripts that explain the concept. In this study they are referred to as supporting evidence (constitute phrases and sentences)

4.7.2 Analysis approach- interpretative phenomenological approach (IPA)

Interpretative phenomenological analysis (IPA) allows for rigorous exploration of human experiences within historical, social and cultural perspectives (Smith, and Osborn 2008), and seeks insider perspective on individuals lived experiences. IPA draws on three hermeneutic theoretical perspectives of Heidegger, Schleiermacher and gadamer (Smith, Flowers and Larkin, 2009). IPA acknowledges the researcher's personal beliefs and standpoint and accepts the view that understanding engagement with' participant's text has an interpretative element. In terms of knowledge, it assumes that through careful and explicit interpretation, it is possible to access individual's cognitive inner world (Biggerstaff and Thompson, 2008).

The researcher would adopt Schleiermacher's perspective as analysis approach for this study. Schleiermacher was a theologian whose hermeneutic theoretical perspective was concerned with interpretation of biblical text. (Smith,, 2007). His

opinion was that a thorough interpretation of study text directed towards both what he called linguistic and psychological analysis would ultimately reveal the meaning of the text and at the same time the motivational (un)intentions of the original author of the text (Moran, 2000; Smith et al., 2009). He describes linguistic analysis as looking underneath to reveal the original meaning, and psychological analysis as looking at what is said and how it is said in order to reveal the underlying meaning of the script. According to Smith et al., (2009), Schleiermacher's position which emphasizes bringing together the understanding of the whole (text) and the part (author) has a contemporary significance for researchers using IPA in analysing texts for studied participants. It stressed that a phenomenon is experienced by an individual in particular or unique way, and yet it is lived within a shared social background. This position is in tone with the theoretical framework of this research (phenomenology) (Smith et al., 2009). Schleiermacher's theory forms a considerable criterion for IPA researches. This is because of his view that an effective analysis based on both linguistic and psychological interpretation would divulge meaning beyond the direct claims of the individual or participant (Smith et al, 2009). Also, Heidegger's work was built upon Schleiermacher's theories of interpretation, as his position that human existence is absolutely and indissolubly bound up in the world 'made up of people, things, language, relationships and culture. And emphasized the inseparability of the researcher or researched in these inaffaceable facets in the search for the fundamental truth about lived human experience (Larkin, watts and Clifton, 2006). The interconnectivity of Schleiermacher's analytical perspective with the theoretical framework, and IPA informed the adoption and use of interpretive phenomenological analysis in this research work.

The data analysis process is described as dual interpretation; participants make sense of the phenomenon by explaining and interpreting their own experience which may be elaborated further through probing questions; the researcher then offers explanation and interpretation (sense-making) of the meaning of participants' accounts during analysis (Smith et al., 2009). The term "double hermeneutic" was used to describe the two interpretation process (Smith and Osborn, 2003, p.51).

This double layered analysis process resonates with the hermeneutics interpretation of Schleiermacher (Smith et al., 2009).

Qualitative data could be analysed using either data driven, theory driven or hybrid approaches (Miles and Huberman, 1994). Data driven is when codes are derived from the raw data. Theory driven is when codes are derived from conceptual framework or lists of research question, variables or hypothesis (Braun and Clarke, 2006). Hybrid approach is when the researcher uses both inductive and deductive method. This study will adopt an inductive approach in analysing the text data from interviews, i.e. theory building approach (Smith et al., 1999). Inductive approach is data driven and seeks to build up a theory grounded in the text data without predefined framework (Yin, 2003). The use of inductive approach as against deductive is to allow research findings to emerge from dominant or significant themes inherent in the raw data and avoid the restraints often imposed by structured methodologies (Thomas, 2006). Researchers have suggested a number of steps to analyse qualitative data. For example, Boyatzis (1998) provided a summary of steps to be followed when using, data driven, theory driven or hybrid approaches. The steps used in analysing the study data are summarised below comprising 4 stage process

4.7.3 Stages in IPA analysis.

The steps below are required for IPA analysis used

(1) The transcription was read and re-read to make sense of the whole documents; notes of reoccurring phrases, comments, or linguistic characteristics like metaphor and repetitions are noted. This process was meant to enable the researcher grasp the gestalt i.e. the views of the interviewees from the accounts of their lived psychological experience. This stage requires substantial amount of judgement. What the researcher did was to go back and listen again to the interview tape, the questions asked.

(2) I continued to re-visit the text data to identify preliminary themes that capture essential qualities of data that illuminate the researched phenomena. Attempts were made here to identify possible and likely connections between abstracting themes. This stage involves pruning while focusing on most important and interesting data. This second stage requires even more judgement; the challenge was to connect similar themes without introducing bias or changing the participants' views.

According Hycner, the research here “is involved in that ineffable thing known as creative insight” (1999, p.151).

(3) The themes were thereafter grouped into clusters or concepts with supporting evidence or quotations from the text, and the redundant themes were dropped. Super-ordinate categories were identified. To identify essential or redundant themes requires researcher’s judgement. Fade (2004) stressed that the judgement will depend on the ability of the theme to illuminate other themes & the richness and power of the extracts of data that the theme represent. A theme is considered crucial if it captures something important in relation to overall research questions (Braun and Clarke, 2009). Therefore, in eliminating the redundant themes, I considered the significance of themes or the numbers of times interviewed participants mention the themes, as well as how theme relate to the studied phenomena’ psychological contract experience & responses, and the influence of national culture. Hence themes which did not capture these essential concepts were considered redundant and eliminated.

(4) A table of themes in ordered system that identifies the main features and views of participants was developed. This included supporting evidence from interviews containing quotes that capture the essence of participants’ thoughts, emotions and feeling on the phenomena. As common in interpretative stance of IPA research, analysis here is not definitive. Themes identified may unlikely be the same if an independent researcher uses same approach based on researcher’s personal context and experience, and so, audit trail may provide necessary and sufficient evidence for scrutiny (Smith et al., 2009). The insights from the analysed data are expressed in the findings and discussion section. The table of themes are attached and marked appendix [7 -9).

4.8 Research Rigour

For study rigour, the variables of credibility, transferability, dependability and conformability will be considered to ensure reliability (Mays & Pope, 2000). For transferability, the context and time of research would be kept for future reference by researchers in similar field. An audit trail will equally be kept to ensure dependability, conformability and reliability as opined by (David & Dodd, 2002). Field notes from the reflective journals will be kept and incorporated to make the research findings more

credible. A peer review check was used during analysis to ensure reliability. Four research students who have completed their thesis using qualitative method were used as experts. Each was given the coded data with the definitions of the themes and categories with quotes from text as supporting evidence relating to the themes. This was followed by briefings on the study objectives and the meaning of the codes and themes. According to Lincoln & Guba (1985), conducting peer debriefings and stakeholder checks is part of establishing credibility in research. Mays and Pope (2000) equally argued, that rigour is achieved if a trained researcher could analyse the same data in the same way and come up with same conclusion.

4.9 Research Limitations

As common with all research projects, this study has its own inherent challenges and limitations. This challenge is present in every methodological tradition (Creswell, 1998). Firstly, the sampling technique use is purposeful sampling which seeks “information rich” and participants who have undergone a downsizing experience. However, there is no evidence to suggest that these participants still have the memory of the experience after over 2-3 years.

Secondly, as common with qualitative research, the sample size is small, particularly as the sample is limited to one job function and industry which makes generalisation difficult. There is also a demographic limitation in the research because, out of the twenty (20) participants interviewed, only two are women, and another 1 participant described himself as free thinker neither Christian nor Muslim. This portends an imbalance in terms of gender and beliefs.

Additionally, there is inherent limitation in the role of the researcher as the research was carried out single-handedly. Research is said to be subject to pitfalls in the context of a lone analyst (Patton, 1999). Although, reflexivity and ethical commitment to data collection was duly adhered to, yet no interpretation is value free, and commitment to rigour and trustworthiness may not sufficiently eradicate bias (Pascal, 2010). The last interviews were conducted on phone and therefore could not provide the usually face to face interaction in qualitative research. These inherent limitations would be the key focus in further research in this topic area and context.

4.10 Summary

The chapter reviewed the research design for the study. This was followed with the discussions of the different research philosophical paradigms; & positivism, interpretivism explaining the ontological and epistemological perspectives with regards to knowledge about truth and reality. The comparison of positivism and interpretivism and justification for adopting interpretism and its relationship with subject of the study was also carried out. Discussions on the research method for this study including the debate on the quantitative and qualitative divide and justification for the choice of qualitative methodology. The chapter went ahead to review the data collection technique, semi-structured interview approach and the reason for the choice as best suited in capturing the experiences of the researched participant group. Phenomenology as the underpinning approach for data collection was discussed, the ethical consideration for the research, analysis approached adopted, its justification, how the rigour in research was achieved and the study limitations inherent in the present investigation. The next chapter will discuss the findings and discussions on the study findings

Chapter 5 Findings and Discussion

5.0 Introduction

The central theme of this research study was to investigate the psychological contract experiences of survivor first-line managers' during downsizing exercise in Nigeria, and to understand how national culture influences such experience or response. In doing this, the study investigated the experiences and responses of survivor first-line managers and the mediating influence of national culture in a developing country context such as Nigeria. The structure of this chapter is guided by the two main research objectives; (1) To investigate the impact of breaches in the psychological contract of survivor first-line managers during organisational downsizing in Nigeria. (2) To explore the effect of national culture on responses to breaches in the psychological contract experience of survivor first-line managers. First, the chapter reports the findings of the study including the supporting evidence in participants' 'own words'. Finally the chapter discusses the findings and attempts to explain how the findings are consistent or contrary to past empirical findings and theoretical arguments

5.1 Findings of the research study

Psychological obligations are open to different interpretations because of its implicit nature. The interpretation people give to this concept may depend largely on individual perceptions and understanding. Events in the workplace such as downsizing involve failure by one of the parties to the contractual agreement to uphold some of the implicit promises or obligations and alteration of employment agreements. This usually has a psychological and emotional impact on the survivor employees which elicit attendant attitudinal and behavioural responses. The response or reaction people will exhibit when they perceive breach of implicit obligation will depend on a number of factors (e.g. individual values, beliefs, motives).

Therefore, efforts were made to understand the cultural factors which mediate or influence the perception about psychological contract experiences and responses of survivor first-line managers in Nigeria in order to provide deep insights about cultural variation for change management process. During this discussion, the word survivor

first-line managers and survivor managers are used interchangeably but both mean the same. Sixteen themes that emerged during the analysis and categorised into four main categories are presented in this chapter.

5.1.1 Survivor first-line managers' understanding of PC

Evidence had shown that culture as a mental schema that influences the individual perceptions including, psychological contract in social exchange relationships (Thomas et al., 2003). For example, individual cultural profiles were described as both processor of information and sources of influence on behaviour. Also, individuals from different cultures learn different sets of values. These values are developed into mental frames or schemas which the individual processes information about events or situations in workplace such as downsizing (Erez and Earley, 1993). Therefore, understanding how survivor first-line managers would experience or respond to workplace event such as downsizing when they perceive breach depends largely on their perception of psychological contract itself. The themes that emerged from the study are discussed below.

Implicit element

Findings from the study indicate that survivor first-line managers believe psychological contract do exist in the relationship between the employer and the employee, although according to them it is implicit, and often from their own expectations of what the parties owe to each other as obligation. This is captured in the participants' own words below

Question (1). Can you talk to me about your understanding of psychological contract?

"--Well, my understanding, it is an unwritten understanding between employer and employee of things not seen in offer letter (RA)

"It is a contract that is not written or is taken from personal expectation during employment process—" (RC)

"In my own opinion, it is promises not written down, in the appointment letter, there are things that will not be stated or not spoken like..... (RD)

However, despite the acceptance of the implicit nature of psychological contract in workplace, some of the participants stressed that, the only binding contract which they believe the employers are fully obligated to is the written agreement. According to their opinion, PC obligations are not binding as they are based on perception. The views are highlighted in the quotes from the participants;

Question (2) what are your feelings or perception =s of this contract?

“No, no, no, let’s not deceive ourselves, only the written is binding , for me when the company doing what they doing, during lay off, am not disturbed, my concern is that my salary which is written down must be paid , you see” (RA)

“In real terms as far as am concerned it is not a contract , there is no evidence for it, since it is not contained in the appointment letter”(RD)

“Psychological contract as far as our own environment here are concerned is neither here nor there people believe so much in what is written down you understand, what is not written down is contestable” (RF)

“...this part of the world where things are not really well laid out, the only thing that binds an employer and employee is the written contract” (RG)

Reciprocity

Another perception of psychological contract significantly highlighted in the findings from survivor first-line managers were the reciprocal element of the implicit obligations. The findings revealed the reciprocity elements to include the organisation valueing and appreciating employee’s contribution in exchange for loyalty and commitment. These are indicated by the quotes from the participants thus;-

Question (2). What are your feelings or perceptions of this contract?

“..It is a give and take issue, there is an element of reciprocity, yes” (RA)

“If the beliefs are threatened in one way it affects the relationship between employer and employee” (RE)

"Is like the scenario of baking the cake and when the cake is big enough everyone will share from it" (RF)

"so part of the psychological contract is that my employer recognises that effort as a manager for company to achieve its objectives, value the employee and what you have, & need to discharge such psychological contract" (RE)

"...is like the scenario of baking the cake and when the cake is big enough everyone will share from it. And the employee will go all h

"The fulfilment of such promises is things that will motivate you but when those things are not there you will be demoralised" (RD)

These statements indicate that survivor first-line managers view PC as containing implicit and reciprocal elements, however, in real term it is not a binding contract but its fulfilment would engender organisational citizenship behaviours such as loyalty and commitment.

5.2 Survivor first-line managers' experiences and feelings

The impact of perceived breach of psychological obligations on survivor employees are diverse and numerous. Although very little of these have been contextualised in a developing country environment. This section provides insights for the main study objective 1 (chapter 1, p. 9), which is to investigate the impact of breaches in the psychological contract of survivor first-line managers during organisational downsizing in Nigeria.

Feeling of Anxiety

The findings showed that survivor managerial employees in Nigeria indicated experiencing a wide numbers of psychological and emotional effects or feelings. One significant experience or feeling indicated by the participants is the feeling of "Anxiety" the inability of the participants to grasp what the outcome of the ongoing workplace event hold for them. These experiences and feelings are captured in the participants' own words and highlighted across the quotes and statements below:

Question (3). How will you describe your experiences & feelings as a survivor during the downsizing exercise?

“First everybody was scared, gloomy with anxiety especially when mgt is having a meeting because nobody was sure who and who will be affected after board approval of lay off” (RA)

“You will start feeling unnecessarily anxious because you don’t know whether you will be the next one on the line” (RH)

“, I was scared, and that made to be very submissive to the management for fear that I don’t want to do anything that will lead to my sack”(RN)

“....for the reason that you know that you may not be able to afford a lot of things, your bills, it breeds sadness, anxiety “ (RS)

“, it was really very tough and scary because we felt the way they are going about this no one is safe”(RR)

“....so the whole place is tense and people are thinking whether they will get a call from HR” (RP)

So it took three days that is three sleepless nights” (RL)

These statements suggest that the survivor managers were exposed to profound anxiety, tense and scary situations as they try to understand the dynamics of the downsizing exercise. These experiences and feeling may have been exacerbated by so many underlying factors within and outside the workplace environment (e.g. the unpredictable nature of the Nigerian society, unavailability of jobs and dependence of large family members for care and sustenance).

Feeling of job insecurity

Another impact which was generally highlighted and expressed by almost all the survivor managerial participants were the feeling of insecurity in the context of the foregoing downsizing exercise. The expressions of feeling of job insecurity were

captured in several views and statements in participants' own words during the interviews as thus:

Question (3). How will you describe your experiences and feelings as a survivor the downsizing exercise?

“, it gives a kind of insecurity, and elm we can't understand what is happening or what the company is trying to do”(RH)

“...there are lots of insecurity in minds of colleagues, everyone”(RP)

“So I keep thinking if I lose my job how am going to pay house rent , what will happen to my kids who are in school”(RO)

“....no one wants where she will not feel secure”(RL)

“I felt a kind of discomfort that I lost my friends whom I have been working for so long”(RN)

These views and opinions expressed by the participants are indicative of their feelings of job insecurity and fears of continuity of their employment in the context that they have seen many of their colleagues and co-workers being laid off. Their discomfort and apparent fear of losing their jobs may also depend on a number of other proximal or distal factors outside the work environment as described above.

Uncertainty

In addition, the research findings revealed that survivor managerial participants were subjected to an experience of uncertainty which are emotionally demanding as no one is sure the real intent of the managements and how it will affect them overall. It was obvious that it was a period filled with confusion and uncertainty and this is amply captured in the views and opinions of the participants in their own words:

Question (3). How will you describe your experiences and feelings as a survivor during the downsizing exercise?

“...but the word I will like to use is that there is that feeling of uncertainty because you don't know what will happen next”(RJ)

“, it also a period filled so much anxiety and uncertainty”(RO)

“...you are confused on what your fate is with regards to your job”(RH)

“You will be in state of dilemma, uncertainty will rule your mind, you understand,” (RA)

Reduced motivation

The findings also revealed that the survivor managers experienced reduced motivation during downsizing exercise. Their opinions and expression were replete with mixures of sadness, unhappiness and as they see the management action which has resulted in many of their co-workers leaving the organisation as being at variance with their expectations from the management. The feelings are captured in the participants' statements below:

Question (4). Describe your feelings in terms of attitude towards management?

“Your motivation is down if you have a report to deliver, you delay them because you don't really have the drive” (RH)

“Now instead of doing the job we spend most of the times pursuing interviews here and there”(RR)

“...immediately the attitude to work is low, the passion is very low ... People attitude to work changes like People who used to come early say 7am will start coming late to work like 8.30am. (RA)

“...people were highly very angry, most of us were crying cos people you did not expect to be victims were affected”(RO)

“....a lot of people felt quite unhappy about it even though they actually understood the dynamics of what was going on in the economy” (RP)

These suggest that survivor managers motivation were negatively affected as they were sad and unhappy with the ongoing downsizing event resulting in all manner of attitudinal negatives like time wasting and lateness to work.

Poor communication

The experience and feeling of poor communication by the survivor participants about the downsizing event was revealed by the research findings. This was significant as most participants expressed deep rooted feeling of insufficient information either prior or during the exercise on the true or real intent, modality and expected outcomes with regards to workforce reductions. These feelings are amply supported by these statements by the research participants in their own words.

Question (3). How will you describe your experiences and feelings as a survivor during the downsizing exercise?

“...just an impromptu, it makes the feeling worst but if they make them understand by proper communication, obviously people will still feel the impact but the magnitude will be less”(RN)

“... but if they have come down and engage you for couple of weeks as it is done in the western world or months and lay down the options, I believe that would have been fantastic” (RO)

“...there was no formal briefing or things like that, people were anxiously making calls to HR and know what was going on”(RP)

“I believe it should be collective decision, in that way it give the staff a sense of understanding” (RH)

“...but if one knows ahead of time, the person will feel a bit protected or loved in the sense the person was told ahead” (RL)

These statements suggest that the survivor managerial group are of the opinion that, there is need for management to engage the employees constructively with information about the exercise and the intended outcomes. The need to provide counselling as a means of reducing the magnitude of the emotional and psychological impacts on survivor employees is imperative.

5.3 Survivor managers' attitudinal and behavioural responses

It is believed that individual employees respond to events such as organisational downsizing in different ways (positively or negatively). The responses, attitudinal or behavioural exhibited by each individual employee will depend on how he/she

perceives the workplace event, their value orientations, beliefs and the extent to which they believe that organisation has failed their implied obligations and other sundry factors within or outside the organisational environment. In the context of this investigation and subsequent analysis of the interview data from survivor managerial participants, a number of themes were significantly highlighted as responses exhibited by participants, captured in their own words and discussed as findings below

Reduced efforts

Findings from the research revealed that survivor managerial employees responded to impacts of the downsizing by reducing their efforts. They expressed disgust and unhappy and that the accompanying pressures negatively impacted on their efforts and output. These responses are captured in the supporting evidence from participants own expressions:-

Question (5). How will you describe your responses in terms of attitudes & behaviours and why?

“After that you feel like why am I doing this , no I don’t have to do more than my contracted hours or more than what is agreed especially when you see people longer than you being laid off after 15-16 years” (RL)

“My attitude was negative, it is psychological, you have to show you are not happy, coming to work late at times, not doing the work with all your mind, with your whole heart” (RQ)

“I felt there is no need to put extra effort as usual or go extra mile to finish certain things to meet deadline”(RR)

“....People will be asking what is happening, with lots of gossips going round, most people spend more time gossiping or looking for clues than working, invariably productivity goes down” (RA)

When job is not assured ... It is a normal factor and even the productivity may be affected, you may not put in your best. (RB)

These statements attest to the fact the surviving managerial employees felt discouraged, unhappy with the event and felt there is no need to continue with extra citizenship behaviours. It showed that the participants perceived the activities of downsizing and action of management as having negative impacts on them and try to reciprocate in same manner by reducing their efforts and contributions.

Maintain commitment and loyalty

The participants noted as revealed in the findings that they maintained commitment and loyalty in the context of the dynamics of the downsizing exercise. Although few participants expressed that they were not obligated to be committed or loyal as management were not committed to upholding their own promises and obligations. However, the significant opinions from participants showed continued commitment and loyalty to the organisation. It was also clear from the views of the participants that they were not able to draw a line between commitment and loyalty (see the supporting statements in participants 'own words')

Question (5). How will you describe your responses in terms of attitudes & behaviours and why?

"I will say is not really affecting my commitment and loyalty to the company, because why am doing those things is that I don't want a situation the coy will ask me to go tomorrow" (RD)

"So my attitude is just do what you can, believe in the future, believe what you are and in time you will be able to sort yourself out" (RH)

"I even had prices and given to me for punctuality, so in terms of dedication and loyalty, I have a good learning experience , my belief is you just have to work, work, no matter what is happening around I don't care" (RA)

"...some like me felt it was time to work harder to keep our job" (RJ)

It was obvious that the continued commitment and loyalty may be informed or conditional on certain cultural and social factors as evidenced in some opinions of the participants captured in these quotes below

Question (5). How will you describe your responses in terms of attitudes & behaviours and why?

"I was somewhat passive but I was committed, the unemployment rate is high, so if you have a job you have to keep it, the inspiration to work hard at that time was based on economic consideration" (RJ)

"My commitment and loyalty, yes, It is a combination of both religion and faith in God" (RH)

"....that people are committed despite of the situation they found themselves in Nigeria context will be based on a blend of level of unemployment, poverty & spirituality" (RO)

These above statements indicate that surviving managerial employees in Nigeria remained committed and loyal to the organisation despite the negative emotional and psychological impacts of downsizing practice. The statements also revealed that the show of commitment and loyalty may be premised on cultural and social factors such as religious belief, the role of faith and God, unemployment situation and poverty.

Exit intention

Evidence from the findings revealed that surviving managerial employees showed exit intentions and desire to seek alternate employment elsewhere as a way of surviving the pressures and imminent job loss. These expressions are amply captured the following statements from survivors' own words

Question (5). How will you describe your responses in terms of attitudes & behaviours and why?

"And based on the tension and pressures, you start looking out for another job" (RK).

"...you can't really concentrate you can't really think properly and can't do anything, you are constantly look at job site" (RL)

“...Many of us felt betrayed cos people could have started looking for jobs elsewhere” (RO)

“...I may feel that what is happening is an opportunity for me to start looking elsewhere” (RS)

“Most us decide to look for job elsewhere, we are anticipating we could be sacked as well, we were spending more time on job search and interviews” (RR)

These evidences suggest that when surviving employees face the pressures of imminent loss of job within the workplace environment, their responses usually include intentions to leave and seek employment elsewhere.

5.4 Survivor-managers’ experiences & attitudinal responses- The mediating (cultural) Factors

This section is linked to the second objective of this study (chapter 1 p.9) which aimed to explore the effects of national culture on responses to breaches in the psychological contract experience of survivor first-line managers. Individual behaviours including workplace attitudes or behaviours are products of individual cultural values or norms. In undertaking this study, one of the objectives was to explore how national culture influences the responses of survivor managerial group during downsizing exercise in a non-western context like Nigeria. The findings revealed that attitudinal and behavioural responses of the participant groupd were mediated or influenced by a number of cultural factors.

Extended family obligations

One of the significant themes that emerged as having a great influence on the responses of the surviving managerial group was the value of extended family obligations. This is supported by evidence from the study as expressed by the participants themselves as captured in these quotes:

Question 6: How do you describe your culture, beliefs or values as a Nigerian?

“....having a lot of dependants as an adult especially aging parents who are no longer active” (RL)

“...as the first son it is my responsibility to take care of my younger ones whether they are employed or not” (RO)

“....in Nigeria you can have your parents and grandparents coming to live with you , instead of putting them in old people’s home” (RP)

“...we also owe ourselves and a lot of other people responsibilities, your parents relations and friends” (RS)

“The values I uphold is that of respect, believe in family so I have to look after my immediate family and other relatives” (RQ)

“...you have an uncle, you have an aunty, your uncle’s children, even your neighbours, it is a collectivist culture” (RJ)

“...the moment you think of possibility of losing your job, and you remember those family obligations” (RJ)

These quotes as captures from the participants suggest that the value of extended family obligations plays a vital role on workplace attitudes and behaviours during downsizing exercise. Although they agreed that the event has negative impacts of on their wellbeing, however, their reactions are often influenced by the recognition that losing their jobs will put at risk their ability support their extended family members as envisaged by the cultural norm.

Values of dependency

The values of dependency are common feature in Nigeria. This is particularly where an individual is more privileged than others within the inner and outer family circle in terms of monetary and material resources. This culture of sharing and support cuts across all major groups in Nigeria. Findings on the significance of the values of dependency were captured in the words of the participants themselves thus:

Question 7: How do extended family obligations and other cultural norms influenced your attitudes during downsizing and why?

“...you be so scared of losing your job, and you are willing to do anything because you cannot afford to fail your dependants” (RH)

“...you look at the number of people that are depending on you, assuming it has happened” (RJ)

“...you see the need to provide for your family as number one priority in Nigeria across board” (RP)

“As a man to be able to meet my responsibilities, it is not only to myself, it is to my family, parents, brothers and other close relatives” (RS)

“We have culture of dependency, and because I was not laid off I was happy I will be able to take care of my family” (RN)

These statements and opinions expressed by the research participants emphasize the values of dependency as very important aspect of the cultural beliefs and norms across the strata of the Nigeria society. Therefore upholding such values is a priority and influences their workplace behaviours during downsizing.

Belief system and spirituality

The findings revealed that participants attributed their ability to cope and that responses elicited were based on their beliefs and spirituality which emphasize that whatever that happens in life including events that could bring unpleasant situations are beyond human control. This was echoed by the participants in the quotes below:

Question 6: How do you describe your culture, beliefs or values as a Nigerian?

“...sometimes you need to back it with your religious belief, its everywhere , it cuts across the divide, east, west, north or south” (RH)

“I leave it to God, it is part of the culture, people believe in spiritual things” (RM)

“...a lot of things have spiritual attachment; a lot of them strive hard and pray a lot” (RP)

“Your effort is important but it's only God that can make the difference” (RS)

These opinions suggest that the belief system in Nigeria and spiritual attachment to situations, good or bad may influence the reactions of surviving first-line managers to workplace events with negative consequences.

Faith in God

Faith in Supreme Being, creator or deity is a common feature of Nigeria culture. The reliance on God to overcome unpleasant situations was significantly revealed in the findings of this study. Almost all the participants interviewed expressed that their faith in God helped them to overcome the challenges of the downsizing event and invariably influenced their attitudinal responses and reactions. These views are reflected in the supporting evidence captured in their own words.

Question 8: Describe the role of religion and faith in God on your experiences and behaviours?

Question 9: Can you describe how religion and faith in God influenced your commitment, loyalty and other behaviours towards the organisation?

“So I will say that my religion and faith in God played a vital key in keeping sane within that period” (RO)

“...if I found myself in a difficult situation, I look onto him because in the past when I have been in an unpleasant situation, I believed and called upon him and he answered me” (RL)

“..if you don’t have faith or stuff in God and believe as a Christian, the hatred will not allow you to do anything” (RR)

“....when I survived, there is a lot of pressure on me to achieve, so I was committed, faith has a role to play in my commitment” (RN)

“My commitment and loyalty, yes, It is a combination of both religion and faith in God” (RH)

These quotes and opinions expressed by the participants suggest the significance of the role of faith in God in Nigeria culture and its influence on employees’ attitudes when confronted with psychological and emotional experiences consistent in downsizing exercise.

Religious values

Another cultural which was significantly revealed as influencing the way people respond to downsizing events in Nigeria is employee's religious values. This value was stressed as being very strong by making people see things from the positive side as religion teaches good virtues and subordination to authorities. This was echoed by the participants:

Question 8: Describe the role of religion and faith in God on your experiences and behaviours?

Question 9: Can you describe how religion and faith in God influenced your commitment, loyalty and other behaviours towards the organisation?

"...so religion is definitely a strong factor in coping with the emotions and impacts of downsizing" (RH)

"....being a Christian in the first place elm will guide and control you not to disobey the law or put yourself in a difficult situation" (RL)

"Honest truth everything I do I may not be perfect but religion shapes my attitudes and behaviours in life and guide the way I treat people and react to issues such as downsizing" (RN)

".....because my religion tells me that whatever job you are doing do it as unto to God so that's the principle I work with" (RO)

"...when you remember God promises in the bible for his people, you tend to keep calm and believe that everything happens for good" (RL)

"...so what I mean is that God is important in whatever we do here from our cultural perspectives" (RP)

These statements suggest religious values of employees as big factor in influencing the way and manner they react or respond to workplace events such as downsizing in non-western environment such as Nigeria.

Unemployment and corruption

The findings showed that other social factors such as unemployment and corruption was mentioned by the participants interviewed as influencing their behaviours and responses during the period. Their views were captured in these quotes:

Question 10: What role does job insecurity and other social factors play in your attitude and response during downsizing?

“...that people are committed despite of the situation they found themselves in Nigeria context will be based on a blend of level of unemployment, poverty & spirituality” (RO)

“...that in Nigeria, there is unemployment and if you leave your job, it will take may be up to 3 years to get another job, and this increases the pressure and anxiety” (RM)

“Nigeria the economy is not strong so anything can happen, so this is economic factor and it affects everything helps to modify people’s attitude” (RH)

“...the average Nigeria has no confidence in the judicial system, the reason being that the employer can influence the system if the know the judge” (RM)

“A chief executive can wake up one morning and sack anybody if you take the company to court because of the level of corruption in the judiciary, that court case can last for 20 years” (RO)

These statements suggest that unemployment situation and systemic corruption in Nigeria mediates on the way employees react to events like downsizing with evidence of negative impacts on their wellbeing.

5.5 Discussion: Summary

5.5.1 Survivor first-line managers’ understanding of psychological contract.

The objective one (1) of this study was to investigate the impact of breaches of psychological contract of survivor first-line managers during organisational downsizing in Nigeria. To understand the impact of breaches, there is need to understand how survivor first-line managers perceive the construct, ‘PC’ itself. More,

so, psychological contract breach is described as a subjective experience through sense making process, and its effects on behaviour and attitudes are based on individual characteristics e.g. culture, beliefs and values (Kickul et al, 2002; Restubog et al, 2007). Individual cultural profiles were described as both processor of information and sources of influence on behaviour. There had been calls for more research on PC in a non-western context in order to understand how employees in diverse culture respond to implicit contract breach (Rousseau, & Schalk, 2000). This is one of the research gaps that this study intends to bridge. Findings of this study showed that 16 significant themes emerged and these are grouped into four main categories and would form the basis of the discussion section.

Findings from this study indicate that survivor first-line managers stressed implicit and reciprocal elements as constituents of psychological contract. Although, they agree that it is implicit in the social relationship, however such is based on mere promises, individual perceptions and expectations from the parties in the relationship. But they emphasize that in reality PC is not a binding contract since it is not generally agreed or written down. To them, what is not written down may be denied and may not be legally enforceable? Also, findings revealed that participants indicated the reciprocal nature of the PC and described the reciprocity element of PC as premised on valueing and appreciating the contributions and efforts of the employees in return for their loyalty, commitment and other organisational citizenship behaviours. This indicates the participants' perception of PC as relational construct.

These findings are aligned to views in previous study findings by Ting-Toomy (1988). According to the finding, social cognition or perception about events and attribution about the causes are found to vary across cultures, and such variation in cognition will account for how psychological contract is perceived and explained when breach occurs in workplace. Nigeria is a culture where individuals are not eager to enforce their rights even when it is obvious that such rights exist. This may be due to ignorance and the corrupt nature of the judicial system. Also, past studies reveal that culture influences the individual perception of psychological contract based on the notion of social cognition or motives in social exchange relationships (Thomas et al., 2003). The indication by survivor first-line managers that PC has no binding obligations may come from the recognition that the rights to implicit obligations cannot be legally enforced since it is based on mere promises especially in a country

with very corrupt legal system. This may also be due to the power imbalance in the social exchange relationship between employer and employee (Blau, 1964)

5.5.2 Survivor first-line managers' experiences and feelings

The objective 1 of this study was to investigate the impact of breaches of the psychological contract of survivor first-line managers during organisational downsizing in Nigeria. In other words, to investigate the downsizing effects on survivor managerial group in a non-western context. The need to carry out research on the impacts of downsizing on employees including the survivor managerial groups in a non-western context had been emphasized (Sparrow, 1998; Rousseau and Schalk, 2000). The adoption of change management concept such as downsizing has become a global practice in human resources management. Therefore understanding the impacts on employees across diverse cultures particularly in developing economies will enhance the development of HRM which is still at infancy in those countries including Nigeria.

Findings from the research study indicate that the survivor managerial participants experienced wide range of emotional and psychological impacts such as state of anxiety, feeling of job insecurity, uncertainty, reduced motivation and feeling of insufficient communication or poor communication about the workplace event (downsizing). They expressed anger, sadness and increased pressures over an outcome which is unknown. The feeling of anxiety and uncertainty expressed by the survivor managerial participants may also be premised on some underlying social factors, as all the participants indicated they have families and are expected to provide for their families as consistent with cultural norms. Findings suggest that more engagement and adequate counselling session prior and after the exercise might help reduce these emotional impacts.

These findings are consistent with previous research studies which showed that survivors experienced wide range of negatives emotional feelings during and after downsizing; Job insecurity, depression, anxiety, decreased motivation, and dissatisfaction with communication (Noer, 1993; Grunberg et al., 2001; Gandolfi, 2008). In addition, downsizing engenders numerous types of psychological state in survivors such as anger, job insecurity, and anxiety which accordingly affects the survivors work behaviours and attitudes with resultant reduced motivation and job

dissatisfaction. These findings are in agreement with Attribution theory and social exchange theory with regards to work-related attitudes and behaviours. Attribution theory explains how individuals attribute their behaviours by inferring to either psychological or external causes (Badshah, 2007). The participants' feeling of anxiety and uncertainty and negative attitudinal disposition like reduced motivation was attributed to the fact they felt at loss of what will become of them and their ability to provide for their families. Nigeria is also a country where it is near impossible to get jobs because of high level of unemployment. Social exchange theory SET also posit that when employees perceive inequity or unfavourable treatment in exchange relationship, they reciprocate with counterproductive attitudes (Restubog et al., 2008) as means to balance the inequity. The study therefore concludes that, there is an inherent cultural overlap (between the western & non-western) on the experiences and feelings of anxiety, job insecurity, uncertainty, reduced motivation and poor communication by survivor employees during downsizing.

5.5.3 Survivor managers' attitudinal and behavioural responses

Consistent with previous research studies, the finding showed that survivor managerial group exhibited negative attitudinal reactions and responses such as reduced efforts and intention to leave the organisation during downsizing exercise (Zhao et al., 2007; Holmes, 2007; Datta et al., 2010). The findings indicate that survivor managers felt they are no longer obligated to extra citizenship behaviours as was previously the case because they viewed the actions of management as unfair and failure to uphold their own obligations. They showed intention to leave, although such intentions were restricted by apparent scarcity of job opportunities, and the need to sustain their obligations to dependant families and relatives. The findings are in agreement with social exchange theory (SET) as the attitudinal responses of reduced effort and intention to leave is an indicative of the survivor managerial employees reciprocating the perceived unfavourable behaviour of the management with an unhelpful negative attitudes. SET relationship is built on the norm of reciprocity and each party is expected to abide by the rules of exchange (Blau, 1964).

The study also showed that survivor managerial group exhibited positive attitudinal behaviours such as continued commitment and loyalty to the organisation despite

the negative emotional and psychological impacts. Nigeria is in West African Sub-region and by Hofstede's framework classified as collectivist (Hofstede, 1980). Therefore these findings are consistent with past empirical studies which indicate that collectivists show more positive attitude towards group action, and affective commitment to workgroup and fulfilment of obligations (see Clugston, 2000; Kirkman et al. 2006). Also the positive attitudes exhibited by participants may be based on certain underlying cultural factors (e.g. religious values, beliefs, faith, dependency values). My understanding as a Christian and from the reading of the bible is that, teachings of integrity, obedience to lawful authorities and other virtues are evident across the religious divide (Christianity, Islam & other faith groups). The belief that God or creator has absolute control over all events and situations as well as faith or hope that whatever the situation good or bad that God will work out something better in the end plays a vital role in this kind of attitudes. Therefore religion can indeed be described as a modifier of attitudes and characters in Nigeria settings. This is in line with Christian biblical teaching "that we should overcome every evil with good" Romans 12 vs 21. The interpretation and the implication is that, even when you envisage any wrong doing, you should reciprocate with good behaviour. This finding is consistent with previous research studies which stressed that employees behaviours may not only be influenced by situational variables but by other individual characteristics such as cultural values & beliefs (Kickul et al., 2002; Thomas et al., 2003; Rousseau and Schalk, 2000). This finding is in agreement with Attribution theory which emphasizes how individuals attribute attitudinal behaviours to psychological or external causes when they perceive breach of reciprocal obligations. Therefore, this study concludes that behavioural responses of survivor employees (commitment and loyalty) during downsizing can be mediated by prevalent cultural values within an environment

5.5.4 Survivor-managers' experiences & attitudinal responses- The mediating (cultural) Factors

The second objective of this study was exploring the influence of national culture on responses to breaches in the psychological contract experience of survivor first-line managers. The subjective nature of implicit contract leaves it open to different interpretations based on one's beliefs and perception. The cultural characteristics of individual influence his/her beliefs, behaviours and attitudinal responses. Findings

from this research showed that a number of factors were indicated by the surviving first-line managerial employees to have influenced their attitudes and responses to the downsizing event. These factors include; extended family obligations, the cultural values of dependency, beliefs system and spirituality, the concept of faith in God, religious values and unemployment and corruption. Nigeria is classified as a collectivist culture (Hofstede, 1983; 2001), as a collectivist, this implies that most activities are carried out in groups and individual depend on their group members for support and welfare. The culture emphasizes the values of caring, wellbeing & welfare of its component group as an integral part of the societal norm. Also those who are more privileged in terms of wealth and material resources are expected to extend support beyond the immediate family, relatives and even less privileged neighbours. This is consistent with previous researches on behavioural responses concomitant with collectivist orientation (Mbigi, 1997; Jackson, 2002; Kirkman et al, 2006). This is also consistent with the traditional organisational system described by Ahiauzu in group workplace responsibility (Ahiauzu, 1989).

In some cultures, religion has a very profound influence on people's beliefs and attitudes. Past research indicates that religious beliefs shape attitudes & behaviours of its adherents such as feeling and emotions through teachings (Byrne et al, 2011). Accordingly, Kim-Prieto & Diener (2009) suggest that religions across the world prescribe emotions for their followers and thus help to shape their feelings. An example is the feeling of love for others in Christianity and subdued pleasantness in Buddhism. This implies that religion of an individual is incidental to shaping such person's attitudes including in unpleasant conditions. In Nigeria, this belief pattern cuts across all religious group including the traditional worshippers. The belief in Supreme Being or deity to offer protection in situations of danger and the ability to determine the final outcome is a common belief. The teachings in places of worship, (church and mosque) that God is in control of all situations and that everything that happens is permitted by God provided a kind of moral, emotional and psychological stability. This belief system could be found in the biblical saying that all things work together for good for those who love God and walk according to his divine purpose (Romans 8 vs 28). This statement implies that those who trust and believe God's infinite power will always come out of any situation better no matter how bad it may look. Many religious groups teach their followers the values of positive attitude even

in the face of unpleasant situations such as happiness, feeling of love, satisfaction and optimistic orientation towards life (Frankel & Hewitt, 1994; Myers, 2000). Evidence also indicates that people with high religious inclination exhibit positive emotions and positive attitude to groups, community and concern for others (Nelson, 2009). Religion and faith teaches the virtues of forgiveness for wrongs or deliberate transgressions by others and such attitudes are consistent with teaching of Christianity and Islam (see Matthew 6vs 14-15; Qur'an 42:37). In Nigeria, there is a common reliance on prayer, God and Faith amongst all groups of different beliefs, traditionalists, Christians and Muslims for change in their situations. This has resulted in common saying 'it is well' indicating hope for better future. Consistent with these views, Day (2005) argued that religious individuals assert that it provides them with effective coping mechanism during stressful conditions and times of ambiguities like during downsizing events. In addition, most religions with sacred texts prescribe positive attitudinal behaviours such as forgiveness, and peace in the face of injustice believing that God will ultimately reward such attitude (see Qur'an 42:40) cited in (Byrne et al, 2011). These arguments imply that individuals with strong religious beliefs and faith in God display positive attitudinal and emotional stability during negative organisational outcomes like downsizing. Findings from the study showed that survivor managers indicated that such factors as the belief system and spirituality, faith in God, and religious values to have influenced or mediated on their behaviours and responses during downsizing. They emphasized that the teachings and religious principles provided emotional and psychological stability against the negative consequences occasioned by the downsizing exercise. The hope and faith that all situations are temporal and that the ultimate and final outcomes are determined by God was another consolation and constrained them from exhibiting unhelpful or negative behaviours. The act of faith in God is central in Christian and Muslim beliefs, take the case of biblical Abraham (Ibrahim) & Sarah who held on to the promise of having a son even when they have passed the age of productivity "Hebrew 11 vs 11. There is a common saying that religion is the opium of the poor in Nigeria because of widespread poverty and deprivation. These findings are consistent with previous empirical studies about the role of religious beliefs, spirituality, values on the perceptions and behaviours of people of African culture, Nigeria inclusive (Fongwa, 2002; Omonzejele, 2008). According to Williams,

Satterwhite, & Saiz (1998) individual behaviours may be influenced by internal-proximal factors like values and beliefs.

Nigeria is infested with endemic corruption, poverty and high unemployment despite its abundant resources. The corruption cuts across the private and public sector organisation. It ranges from graft, tribalism, nepotism and other forms. Unemployment is high; there are no jobs and people struggle to survive, to fend for themselves and their families. In organisations, human resource management practice is not completely free from this menace. In most cases, promotions and ability to secure jobs depend on how connected you are to those in authority. Findings from the study showed that managerial participants indicated that the uncertainties occasioned by unemployment and systematic corruption influenced their behavioural responses during downsizing. As noted by Bond and Smith (1996a), cultural influence on behaviours are mediated by external-distal constraints like socio-political factors (e.g. unemployment & corruption). These findings are in agreement with attribution theory which helps to describe how behavioural responses that deal with subjective thoughts are linked to psychological or external causes (Weiner, 1995; Badshah, 2007). Therefore, it is apparent from this study that the belief system, religious values, the God factor, faith and spirituality have significant influence on attitudinal responses of surviving employees in Nigeria during change management process such as downsizing.

5.6 Summary

The chapter reviewed the different themes that emerged from the findings including the supporting evidence as captured from the survivor managerial participants. This was followed by the detailed discussion of the findings under the four main categories, and how each of the categories or super-ordinate themes relates to the main objectives of the study. Also the chapter discussed the study findings in relation to their consistency with past empirical studies and the underpinning theories used for the study. The next chapter will discuss conclusion and areas for further research.

Chapter 6 Conclusion for the study

6.0 Introduction

The chapter presents the conclusion of the thesis. First, it highlights the objectives of the study and the research method adopted. Next, it presents the key findings of the study, the study limitations and the areas for future research.

6.1 Objectives of the study

In order to achieve the aims of this study, the following objectives were adopted. (1) To investigate the impact of breaches in the psychological contract of survivor-first-line managers during organisational downsizing in Nigeria (2) To explore the influence of national culture on responses to breaches of the psychological contract (3) To make a contribution to the studies of the psychological contract in the context of a developing country. In this context, current literatures on breaches of psychological contract and its impacts on survivor employees in western and non-western cultural environment were reviewed. Secondly, the influence of national culture on individual beliefs, value system and perceptions in relation to behavioural and attitudinal responses of survivor managerial employees were critically examined.

6.2 Research methods

Bearing in mind that, research on this topic of study is rare in a non-western context such as Nigeria; a qualitative approach was adopted in order to gain rich insight and in-depth understanding of this phenomenon. Semi-structured interview methods were adopted using four stages of IPA approach similar to thematic data analysis with a total of 20 interviewees as participants. The data were analysed through inductive approach and presented in chapter 5 of this study.

6.3 Summary of key findings

Findings from this study indicate that psychological contract obligations are not binding, and management may not be obligated to them during downsizing as they are based on mere promises and perceptions of individual at the nexus of the relationship. This finding is consistent with previous research studies which stressed that social cognition vary across cultures, and belief pattern influences the way PC is

perceived in workplace (Ting-Toomey, 1988; Thomas et al., 2003). Findings also revealed that the reciprocity element of PC is premised on the beliefs that management should value and appreciate the efforts and contributions of employees in exchange for continued loyalty and commitment.

In addition, evidence from this study had shown that emotional/psychological experiences and feelings such as (anxiety, uncertainty, job insecurity, reduced motivation, and reduced effort/productivity) as well as intention to leave experienced by survivor managerial employees which is consistent with findings from Anglo-American cultures are not cultural bound. The findings indicate that, although managerial survivors were unhappy and dissatisfied with events in the workplace, their work-related attitudes and behavioural responses such as commitment & loyalty were positive. This is consistent with past studies that emphasize that people with collectivist orientation are more likely to maintain loyalty, passive, and exhibit higher level of OCBs (Kirkman et al., 2006; Thomas et al., 2003). This positive attitudinal response is said to be mediated or influenced by societal cultural values like religious beliefs, extended family obligations, the value of dependency, faith in God, spirituality and high level of unemployment. The findings also indicate the valence of religious beliefs, and faith in God when survivor employees face unforeseen, difficult and unpleasant situations including downsizing in Nigeria. In conclusion, the research findings showed that survivor managerial employees indicated experiencing and feelings of negative emotional and psychological effects; like uncertainty, anxiety, feeling of insecurity, reduced motivation, anger etc. (Objective 1). They however, displayed positive attitudinal behaviours, like maintaining commitment, loyalty and supporting organisational policy. This is attributable to variety of socio-cultural factors especially belief system, spirituality/faith in God, values of dependency and extended family obligations (Objective 2). Therefore organisational managers in Nigeria should take cognisance of these cultural/religious beliefs when downsizing in order to enhance employee desirable attitudes and productivity. This may include using religious/spiritual leaders as counsellors in future downsizing exercise to help reduce the negative psychological & emotional impacts of such exercise on surviving employees. Nigeria as an entity is divided into two main geopolitical zones of North and South along religious divide. The North is predominately Muslims and the South mainly Christians. This research study showed the

dominance of the Southern Christians in the financial sector of the Nigerian economy as evidenced in the interviewees (survivor-managers) who are mostly Christians from the Southern part of the country. This would be subjected to further investigation in the next stage of this research

6.4 Study limitations

As common with all research projects, this study has its own inherent challenges and limitations. This challenge is present in every methodological tradition (Creswell, 1998). Firstly, the sampling technique used is purposeful sampling which seeks “information rich” and participants who have undergone a downsizing experience. However, there is no evidence to suggest that these participants still have the memory of the experience after over 2-3 years.

Secondly, as common with qualitative research, the sample size was small, particularly as the sample was limited to one job function and one sector. Therefore findings cannot necessarily be generalised to other sectors. There was also a demographic limitation in the research because, out of the 20 participants interviewed, only two women were involved and only one out of the 20 participants said he was neither a Christian nor a Muslim. This portends an imbalance in terms of gender and beliefs.

Additionally, there is inherent limitation in the role of the researcher as the research was carried out single-handedly. Research is said to be subject to pitfalls in the context of a lone analyst (Patton, 1999). Although, reflexivity and ethical commitment to data collection was duly adhered to, yet no interpretation is value free, and commitment to rigour and trustworthiness may not sufficiently eradicate bias (Pascal, 2010).

Finally, accesses to published literature relevant to the studied topic were limited in Nigeria hence literature reviewed were studies mostly from western culture. These inherent limitations would be the key focus in further research in this topic area and context.

6.5 Areas for future research

The study focused on investigating the experiences and responses of survivor managerial group in a downsized organisation, and the influence of national culture. Although the objectives of the study were successfully achieved, future research should consider the need to diversify approach by using alternative study methods such as mixed method tools (quantitative & qualitative), use of case studies and logitudinal approach. This will help to advance research and provide more insight and include such variables or factors such as paricipants' age, gender, tribe, religion, length of stay/longevity of employment, marital status, and other social motives/factors to determine their influence on survivor employees' attitudinal responses to workplace event.

Also, the use of quantitative method in future research may help to reveal other factors influencing attitudinal commitment and loyalty in a non western context during downsizing as multiple commitments and loyalty is likely. Finally for better cross-cultural comparison, future research should consider collecting data from more than one culture.

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Appendices

Appendix 1: Cover letter for stage 1 interview



Business Management Research Institute

University of Bedfordshire Business School

Luton Campus, Vicarage Street

Luton, LU1 3JU

United Kingdom

Dear Sir/Madam

Interview on psychological contract experience and responses by first-line managers during organisational downsizing

I am a PhD student undertaking a research study on psychological contract. Psychological contract is defined as 'unwritten reciprocal promises and obligations between employer and employee. It is also defined as individual beliefs and perceptions regarding reciprocal obligations and expectations between two parties in employment or social relationship. The research is specifically focused on capital market firms in Lagos and to seek the views of first-line managers. This is in view of the recent reorganisation or restructuring undertaken by capital market operators including the Nigeria Stock Exchange.

Restructuring as a strategy dates back in Nigeria to the 80s with privatization and commercialisation programme; the 2004-2005 banking consolidation exercise; and the current widespread restructuring triggered by global economic crises (2008-2009). Downsizing exercises had been carried out by most organisations in Nigeria (private & public) resulting in mass layoffs, job cuts, and workforce downsizing. However, despite this empirical evidence there is little or no research on psychological contract experience of victims or survivors of such restructured organisations in sub-Saharan Africa including Nigeria. Also most research on this concept had been carried in Anglo-American cultures. Therefore, the findings may not be applicable in Nigeria since cultural differences often influence individual values and interpretation.

Hence, the aim of this research is to understand how first-line managers experience and respond to perceived psychological contract breach 'in their own words' during change. A second aim is to explore the impact of culture on psychological contract experience of survivor managers. The knowledge gained from this will provide insight into how to improve HR practice in Nigeria and entrench sustainable employment relationship.

I would like to therefore, seek your support and assistance in gaining access to the managers in your organisation for a (40-60) minutes interview on the subject matter. The opinions and views of the said participants would be treated with utmost confidentiality, and used solely for that purpose.

The findings from this inquiry would be made available to you and all participants to enrich their knowledge on current issues in psychological contract experience

Your timely response will be highly appreciated. For further clarification, please contact me through the under listed emails and telephone numbers.

Thank you for your time and co-operation in advance.

Yours Faithfully,

Christian Uchenna. BSc, MSc, (PhD Student)

Business and Management Research Institute

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Appendix 2: Interview guide for stage 1



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Samples of Likely Interview Questions (Guide)

1. Can you talk to me about your understanding of psychological contract (PC)?
2. What are your feelings or perceptions of this contract (PC)?
3. In your own view, how is psychological contract formed?
4. Can you tell me what you know about organisational restructuring (downsizing)?
5. In your own view, can you draw any relationship between psychological contract and organisational change?
6. Tell me, what your experiences are during the restructuring or downsizing exercise?
7. Can you describe your feelings based on that experience?
8. What can you say about your reactions or responses during this change process?
9. In your own understanding, what do you think, informed your reactions or responses?
10. Tell me what you think or your assessment of the way you respond to that experience?

Appendix 3: Interview rules

Ground Rules for Interview

1. All participants will be chosen by purposive sampling
2. Interview is based on individual consent to participate
3. Semi-structured interviews will be used as data collection method
4. Interview will start with introductory explanation by the interviewer on the purpose of research study
5. Anonymity will be protected at all times
6. Participants have right to withdraw at any point
7. Individuals will be able to read what have been written about them any time
8. Participants can ask for any piece of text to be altered or deleted
9. Copies of analysis text to be made available to participants for validation as it becomes available or on request
10. All interviews to be tape recorded and transcribed

Appendix 4: Interview consent form



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Consent form for participants in the study of psychological contract experience and response of survivor first-line managers during organisational downsizing

Name of participant_____

I do agree to participate in the research study conducted by Christian Uchenna as described in the introductory letter. I understand the purpose and the nature of study and my participation is purely voluntary

I hereby grant the permission for the use of the data in completing a PhD degree, including such other purposes like dissertation, presentations and publications. I have been informed that all material will be treated as confidential and that I am free to withdraw from the project at any point in time

I agree to an interview of 45-60 minutes duration. I equally agree for the interview to be tape recorded as I understand the tape will be erased on completion of research investigation

Research participant _____ Date _____

Researcher _____ Date _____

Appendix 5: Cover letter for stage 2 interview



Business Management Research Institute
University of Bedfordshire Business School
Luton Campus, Vicarage Street
Luton, LU1 3JU
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Dear Sir

THE INFLUENCE OF CULTURE ON “PSYCHOLOGICAL” EXPERIENCE & RESPONSE OF SURVIVORS DURING DOWNSIZING OR RETRENCHMENT EXERCISE

I am a PhD student undertaking a research study on psychological contract experiences and the way cultural beliefs and values influences our response during the period of downsizing. Psychological contract is defined as 'unwritten reciprocal promises and obligations between employer and employee. In simple term, it can be defined as implied obligations, promises and expectations which are neither verbalised nor written such as trust, commitment, long-term employment or loyalty that parties in employment relationship believe to exist. When any of the parties like employer fail to uphold such obligation, the employee will feel a breach of contract and may likely respond negatively depending on his/her perception or belief. This occurs most often during downsizing or retrenchment exercise. The research is specifically focused on Nigeria financial sector & equity market) and to seek the views of those in managerial category.

Downsizing or retrenchment as it is popularly called in Nigeria has been widespread particularly in recent time. The exercise has cut across all sectors in Nigeria private and

public organisations, although more rampant in financial sector because of global financial crises. The results are mass layoffs, job cuts, workforce reductions and redundancies. Evidence has shown that employees who witnessed and survived such exercises are often subjected to lots of psychological experiences like anxiety, fear, emotional trauma, uncertainty, fear of job insecurity, decreased motivation, lack of trust, low productivity, and intention to leave the organisation. They are said to exhibit all forms of negative reactions and behaviours towards the organisation. Those who survived often see the action of Management as failure to uphold their duties and obligations to those whose appointments were terminated and to themselves. They are therefore subjected to untold pressures and psychological emotions on what the future holds for them and their dependent families. This is truer in Nigeria with widespread unemployment, job insecurity, economic instability, poverty and dependent culture where large family relatives may depend on one single breadwinner. Thus, subjecting such individual to undue psychological and financial pressure.

However, despite this empirical evidence there is little or no research on psychological contract experience of victims or survivors of such downsized organisations in sub-Saharan Africa including Nigeria. Most research on this area of study had been carried in Anglo-American cultures which is different from African culture. Therefore, the findings may not be applicable in Nigeria since cultural differences often influence individual beliefs, values, perceptions and interpretation. For instance, research evidence has shown that individual attitudes and behaviours differ because of differences in beliefs, perception and background. The Euro-American culture “west” is individually oriented while the African culture is collectively or communally oriented. They think more of themselves (self, or me), The Africans think of (me, family, parents, relations and community). Secondly, in a developing economy with widespread poverty, unemployment, job insecurity and lack of social security, attitudes and behaviours as evidenced in western dominated research may not be same

Hence, the aim of this research is to understand how survivors (managers’) experience and responses are influenced by cultural values and obligations during downsizing. The knowledge gained from this will provide insight into how to improve HR practice in Nigeria and entrench sustainable employment relationship.

I would like to therefore, seek your support and assistance by granting a (45-60) minutes interview on the subject matter. All expressed opinions and views would be treated with utmost confidentiality, and used solely for that purpose. The findings from this inquiry

would be made available to all participants to enrich their knowledge on current issues in implicit contract

Your timely response will be highly appreciated. For further clarification, please contact me through the under listed emails and telephone numbers.

Thank you for your time and co-operation in advance.

Yours Faithfully,

Christian Uchenna. BSc, MSc, (PhD Student)

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Appendix 6: Interview guide for stage 2



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Samples of Likely Interview Questions

1. How will you describe your experiences & feelings as a survivor during your organisation's downsizing exercise?
2. How will you describe your responses in terms of attitudes & behaviours based on your experiences and why?
3. Describe your feelings and attitudes towards the management during the period?
4. How do you describe your culture, beliefs and values as a Nigerian?
5. How does extended family obligations and other cultural norms influenced your attitudes during downsizing in your organisation and why?
6. Can you explain these beliefs/values in detail and how they impacted on your experience during downsizing?
7. Describe the role of religion and faith in God on your experiences and behaviours?
8. Can you describe how religion and faith-in-God influenced your commitment, loyalty and other behaviours toward the organisation?
9. What other cultural/social values that may have influenced your attitude during the period?

10. Can you tell me how your personal beliefs or values influenced your experiences and responses?

Appendix 7: Sample themes and supporting evidence for stage 1

4 TH STAGE- DATA CATEGORIZATION AND CODING		
Supporting Evidence	Specific Themes	Top-Level Themes
<p>--Well, my understanding, it is an unwritten understanding between employer and employee of things not seen in offer letter (RA)</p> <p>“It is a contract that is not written or is taken from personal expectation during employment process—” (RC)</p> <p>“In my own opinion, it is promises not written down, in the appointment letter, there are things that will not be stated or not spoken like.....(RD)</p> <p>For me the binding contract is the written ones not the unwritten, (RA)</p> <p>No, no, no, let’s not deceive ourselves, only the written is binding , for me when the company doing what they doing during lay off, am not disturbed, my concern is that my salary which is written down must be paid , you see (RA)</p> <p><u>In real terms as far as am concerned it is not a contract ,</u></p>	Implicit element	Understanding PC
<p>there is no evidence for it, since it is not contained in the appointment letter (RD)</p> <p>, so it is not written it can be denied, so is not a contract so long as it is not written , yes there are expected obligations, they encourage you to work hard (RD)</p> <p>“psychological contract as far as our own environment here are concerned is neither here nor there people believe so</p>		

<p>much in what is written down you understand, what is not written down is contestable” (RF)</p> <p>“..this part of the world where things are not really well laid out, the only thing that binds an employer and employee is the written contract” (RG)</p> <p>“From my own understanding, employee does not actually hold their employers responsible psychologically” (RG)</p> <p>“PC is being formed in various ways, by pronouncements by either of the parties the employer and employee for instance when my boss says to me I am thinking you suppose to have an official car”, to me , that have become an obligation from my employer to fulfil.(RE)</p> <p>“ so I think is formed at the point of employment, initiating employment contract” (RF)</p> <p>.” It is a give and take issue, there is an element of reciprocity, yes (RA)</p> <p>“ If the beliefs are threatened in one way it affects the relationship between employer and employee” (RE)</p> <p>“is like the scenario of baking the cake and when the cake is big enough everyone will share from it. And the employee will go all hug in terms of commitment, dedication, productivity excelling in all endeavours” (RF)</p> <p>“so is synonymous to you contributing some value to the company , that making the company to experience growth in terms of contribution to profit and stability” (RF)</p>	<p>Contract formation</p> <p>Reciprocity</p>	<p>Factors that shape PC Experience</p>
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<p>With the experience I have today will help me develop a relationship about those obligations in later date (RA)</p> <p>If the experience I have today is not pleasant, that experience will influence attitude, my performance tomorrow (RPA)</p> <p>You know firms differs if you are working in company A and then you move to B, you believe B will do exactly what A did in that instance (RC)</p> <p>“For me the binding contract is the written ones not the unwritten, No, no, no, let’s not deceive ourselves, only the written is binding” (RA)</p> <p>, so it is not written it can be denied, so is not a contract so long as it is not written , yes there are expected obligations, they encourage you to work hard (RD)</p> <p>psychological contract as far as our own environment here are concerned is neither here nor there people believe so much in what is written down you understand, what is not written down is contestable (RF)</p> <p>this part of the world where things are not really well laid out, the only thing that binds an employer and employee is the written contract (RG)</p> <p>so part of the psychological contract is that my employer recognises that effort as a manager for company to achieve its objectives, and values what you have, I need to discharge such psychological contract (RE)</p> <p>your able to win large mandates, pension funds , high net worth individuals , hedge fund managers and many others ,</p>	<p>Past experience</p> <p>Individual belief</p> <p>Feeling Effort is Valued</p>	
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<p>and because that the company that has been trading in losses will begin to trade in profits , the profit is not just static it is growing in leaps and bound (RF)</p> <p>baking the cake, so is synonymous to you contributing some value to the company , that making the company to experience growth in terms of contribution to profit and stability (RF)</p>		
<p>“Restructuring is simply put as means the company try to put itself in vantage position and sustain harsh economic, global economic downturn... (RE)</p> <p>“Like what we have now, economic recession, the company can experience low transactions, that can result in staff being idle , if some staff are idle, the coy might decide to have them laid off” (RC)</p> <p>“we all know that since 2008, we have global meltdown in the market, most stock broking firms are closed down , those still in operation at the end of the month they struggle to pay staff salary. , the transaction is very very low” (RD)</p>	<p>Recession</p>	<p>Understanding Restructuring</p>
<p>“ they will like to bring their level of overhead at par with the slim income they are making at that particular point in time and as result of that it will lead to laying off some staff in order to bring down your payroll cost and cutting down on other expenses to the extent the biz can accommodate”...(RF)</p> <p>“. I believe the coy want to save cost but in that case one manager can now be doing the work of two or three people... (RD)</p> <p>“The restructuring, elm , you know, a lot of the restructuring that go on is because of bottom line, bottom line is shrinking, you are improving your profit, the next thing is to cut your cost, that’s restructuring.” (RA)</p>	<p>Cost cutting</p>	
	<p>Survival</p>	

<p>.. it may help company to continue to exist for a long time. Two, it help the coy to make profit,’’ (RB)</p> <p>“the change can adversely affect staff. . the coy will not look at that it will look at survival’’ (RC)</p> <p>“Restructuring generally is for survival of the company, for the company to remain alive’’ (RE)</p> <p>“The restructuring, elm , you know, a lot of the restructuring that go on is because of bottom line, bottom line is shrinking, you are improving your profit, the next thing is to cut your cost, that’s restructuring.’’ (RA)</p> <p>.. it may help company to continue to exist for a long time. Two, it help the coy to make profit,’’ (RB)</p> <p>“ Of course as a human being you feel bad but many people they adduce reason for reneging on those promises’’ (RF)</p> <p>“You notice that those promises that company may not be able to fulfil them. And whereby such empty promises are not fulfilled you start feeling somehow’’ (RD)</p>	<p>Profit motive</p> <p>Reneging</p>	
<p>“Whenever there is restructuring exercise, the obligation construct begins to thin down, and thin down.... when it is evident that it is coming, everyone is looking gloomy, sad, and anxious,... People are emotional affected, (RA)</p> <p>“First everybody was scared, gloomy with anxiety especially</p>	<p>Anxiety</p>	<p>Survivor- Managers PC Experience</p>

<p>when mgt is having a meeting because nobody was sure who and who will be affected after board approval of lay off” (RA)</p> <p>“... indirectly, it affected the staff because of the feeling that it can be us tomorrow” (RB)</p> <p>“Is never a good experience because you don’t know what next faith should be” (RC)</p>	Empathy/Support	
<p>.” I have had an experience where your colleagues who were laid end up depending on you, they continue to m”Naturally being human you can always feel , empathy, pity those affected and it can also happen to you” (RB)</p> <p>“In that situation you will begin to have the feeling that what these guys are going through it could be my turn tomorrow. elm, indirectly you feel the pains of those who are no more and off course you have to support them somehow” (RG)</p>	Uncertainty	
<p>“You will be in state of dilemma, uncertainty will rule your mind, you understand,” (RA)</p> <p>“...,it is really a helpless situation. From the staff perspectives, they know this might be coming and may begin to plan ahead, although am still here working but it happens, I have a plan” (RG)</p> <p>“I feel threatened that I might be the victim” (RE)</p>	Decreased motivation	
<p>‘....., psychologically you are affected, motivation is reduced” (RB)</p> <p>.”.. when I woke up in the morning, I don’t feel motivated to go to work, though I am putting my best effort. (RD)</p> <p>“....immediately the attitude to work is low, the passion is very low ... People attitude to work changes like People who used to come early say 7am will start coming late to work</p>	Increased	

<p>like 8.30am. (RA)</p> <p>“The impact is that work will now be loaded , for staff left, the duties of three or four will now be for one” (RC)</p> <p>.” Now because of that at times what I do if I come to the office and am able to take my breakfast that might be for the whole day by the time I got back home, due to running around, I will be very very tired “ (RD)</p> <p>“....People will be asking what is happening, with lots of gossips going round, most people spend more time gossiping or looking for clues than working, invariably productivity goes down” (RA)</p> <p>When job is not assured ... It is a normal factor and even the productivity may be affected, you may not put in your best. (RB)</p> <p>“Psychologically you are affected... output is reduced as well. (RB)</p> <p>“ so I felt they had been breached, I felt am not treated fairly” (RE)</p> <p>“At that time everyone is violating the contract, the employee that suppose to be loyal because of the situation on ground they now become, disloyal, complacent and rigid” (RF)</p> <p>“ Because, most of the psychological obligations had been broken” (RE)</p> <p>“You notice that those promises that company may not be able to fulfil them. And whereby such empty promises are not fulfilled you start feeling somehow” (RD)</p>	<p>workload</p> <p>Reduced individual output</p> <p>Breach/violation</p>	
<p>thinking of exit” (RA)</p> <p>“when such things happen, so many thoughts comes to one’s</p>	<p>Exit intention</p>	<p>Survivor- Managers</p>

<p>mind , naturally, one might start looking for work elsewhere'' (RB)</p> <p>, ''..am beginning to lose, to have discouragement.....</p> <p>Yes, am working here now but I have to keep my CV flying'' (RD)</p> <p>'' I feel threatened, and what I do to alleviate such feeling to begin to look for alternatives.</p> <p>(RE)</p> <p>''....., you get frustrated and you can even think of leaving''</p> <p>(RB)</p> <p>I even had prices and given to me for punctuality, so in terms of dedication and loyalty, I have a good learning experience , my belief is you just have to work, work, no matter what is happening around I don't care,(RA)</p> <p>in Nig the likelihood of you keeping your job is slim even though the perception might be negative your contribution to the organisation is still the key regardless of what you feel personally (RC)</p> <p>I will say is not really affecting my commitment and loyalty to the company, because why am doing those things is that I don't want a situation the coy will ask me to go tomorrow (RD)</p> <p>because you don't know your fate yet, you feel you might be the one to go, you might be shown the way out and as such you want to put in your best at that time you know (RE)</p> <p>' When job is not assured, commitment is affected.''' (RB)</p> <p>''.. they will be disenchanted and there will be no dedication, the passion goes'' (RA)</p> <p>Nigeria and Africa is an environment where we are not attached to family alone but friends. For example if I have 3 colleagues who have left and I earn say about 150, 000 (thousand) naira, I might decide to give each of them 5, 000 naira to support take of their family (RB)</p>	<p>Maintain Commitment</p> <p>Offer Financial Support</p>	<p>Response</p>
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<p>there is a case where we the survivors had to contribute money to our colleagues who lost their jobs , indirectly, it affected the staff (RB)</p> <p>I have had an experience where your colleagues who were laid end up depending on you, they continue to make calls asking for help. (RG)</p> <p>May be, is because of where I have worked, we always work as family that is the experience I have had, for me what happens to one happens to all (RG)</p> <p>.’’ I was so loyal to my employer’’ (RE)</p> <p>’’ when there are cases of retrenchment, restructuring, elm it’s not an issue of this or that. I still get to work sometimes first, I can say authoritatively, you will always see my name on attendance registration as first’’ (RA)</p> <p>It will not really affect my commitment & loyalty (RD)</p> <p>’’...once your still within the organisation your loyalty should be 100% no matter what’’ (RB)</p> <p>’’when it has been established that there is going to be restructuring, the company will start having problem with loyalty of employees’’ (RA)</p> <p>’’At that time everyone is violating the contract, the employee that suppose to be loyal because of the situation on ground they now become, disloyal, complacent and rigid’’ (RF)</p> <p>so people should try to make themselves marketable , get better skills that’s the issue (RB)</p> <p>such as improving myself and getting more professional qualification in other fields for instance as a stock broker , am also a chartered accountant (RE)</p> <p>Such positive include courage, elm getting more professional qualification in other fields. (RE)</p> <p>, my reaction to it is also to repackaging myself so that I can</p>	<p>Maintain Loyalty</p> <p>Upgrade skills/Education</p> <p>Reduced identification</p>	
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<p>become marketable (RE)</p> <p>' Psychologically you are affected. , identification with the company, yes is difficult because you are no longer proud of the company'' (RB)</p> <p>.'' But you know managing people is a skill, managing situation is a skill and policies especially bad policies that affect people negatively, is not that when you want to take such decision as human being knowing what will be the effect on other person, you feel reluctant'' (RF)</p>		
<p>I was working with two gentlemen, the big bosses of the coy, then the moral experience, the technical experience, the fatherly experience, because the coy was going down but they still as dedicated as before (RA)</p> <p>I always tell me I still refer to them as my fathers, that's where I learnt that form of dedication (RA)</p> <p>depending on one's life cycle, if I don't have a wife and kids, I might just decide to leave even without alternative, just save my life from undue pressure but as I am now I am not going to make such decision as I have a family and relations to look after (RB)</p> <p>, they have to strike a balance and make sure everything is approached maturely (RF)</p> <p>but somebody who is matured you take it as it comes and manage the situation (RF)</p> <p>I am one of those who feel I should continue with my normal duties and rather put my faith in God for whatever outcome (RA)</p> <p>my faith is in God, I just have to work , I can't do anything (RA)</p> <p>, it is devastating, but you will overcome it later and face life</p>	<p>Age gap/Maturity</p> <p>Faith in God</p>	<p>Factors that shape survivor-Managers Response</p>

<p>of reality and put your faith in God (RB)</p> <p>. My reaction as I said earlier, what am doing today, am not doing it for a man, elm, I am planning for my future and because of God (RD)</p> <p>I can tell you that during that period I was not a happy man but because I have faith in God, I was able to wither the storms (RF)</p> <p>I don't want to fall into that category of people being laid off. Although man plans but it is God that makes the plan to work (RG)</p> <p>. as I mentioned earlier, and personally I don't believe in job security my faith as Christian is not on coy, as a result I need to look elsewhere (RG)</p> <p>you gladly takes what comes your way at that particular point in time, its a destiny thing (RF)</p> <p>People attribute loyalty and dedication to spiritual things, am a child of God he will take care of everything (RA)</p> <p>In fact when a man is laid off in Nigeria, the whole family is laid including the extended family (RG)</p> <p>If am being called a father, is not a title am not being a father for nothing, is for a reason, am expected to meet my obligations as father at home for my immediate family (RG)</p> <p>So looking at the circumstances of Africa where relationship is interrelated and inter dependent unlike the developed world where a father may not even see a child after marriage , when people are laid off it tend to have longer time implications for the family (RG)</p> <p>there is no promotion, no salary increment, and like my co-worker who has gone, now the salary is not enough for me or your family, yet am in fear that they may wake up one day and ask me to go (RD)</p>	<p>Spirituality</p> <p>Family system</p> <p>Social Insecurity</p>	
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<p>and here unlike the developed world there is no social security or welfare as it is called to fall back on (RG)</p> <p>there is no promotion, no salary increment, and like my co-worker who has gone, now the salary is not enough for me or your family, yet am in fear that they may wake up one day and ask me to go (RD)</p> <p>I believe the situation of the country does not give option because if the options are there you can look elsewhere, since your options are limited you give in your best to retain your job (RC)</p> <p>: My philosophy in life is that am not working to make a living, am working to gain knowledge in order to put it into use in future and personal gain later in life (RG)</p> <p>I have already said I don't believe in job security, so I have foreseen that this could happen (RG)</p> <p>Take it as it comes and manage the situation, I don't believe this is the end of everything, or the end of world (RF)</p> <p>My believe is that am here to work, tomorrow will take care of itself (RA)</p> <p>My belief is that you have to work no matter what is happening (RA)</p> <p>Sometime we tend to forget and move on with our life. the reaction depends on individual, for me I don't always want it to weigh me down (RB)</p> <p>For here in Nigeria, unlike the developed world where a child grows up and leaves his parents but here we have father, mother, grandmother, grandfather, uncle and brothers you have to cater for them from your resources and share with them (RG)</p> <p>and in Africa where as bread winner, I have so many people behind me and looking up for me to meet their needs (RG)</p>	<p>Individual Belief</p> <p>Cultural value</p>	
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Appendix 8: Table of Themes for Stage 1

Specific Themes	Top-Level Themes
Implicit Element Contract Formation Reciprocity	Understanding Psychological Contract (PC)
Past Experience Individual Belief Feeling Effort is Valued	Factors That Shape Survivor-managers PC
Recession Cost Cutting Survival Profit Motive Reneging	Understanding Restructuring
Anxiety Empathy/Support Uncertainty Decreased Motivation Increased Workload Reduced Individual Output Breach/Violation	Survivor-Managers PC Experience
Exit Intention Maintain Commitment Offer Financial Support Maintain Loyalty Upgrade Skills/Education Reduced Identification	Survivor-Managers Response
Age gap/Maturity Individual Belief Faith in God	Factors That Shape Survivor-Managers Response

Spirituality Social Insecurity Family System Cultural Value Communication	
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Appendix 9: Sample themes and supporting evidence for stage 2

4 TH STAGE- DATA CATEGORIZATION AND CODING		
Supporting Evidence	Specific-Themes	Top-Level Themes
<p>“You will start feeling unnecessarily anxious because you don’t know whether you will be the next one on the line” (RH)</p> <p>“You don’t know if you will be the next victim” (RJ)</p> <p>“So it took three days that is three sleepless nights” (RL)</p> <p>“....in short it is not a good one because it creates anxiety”(RM)</p> <p>“, I was scared, and that made to be very submissive to the management for fear that I don’t want to do anything that will lead to my sack”(RN)</p> <p>“...so the anxiety and the pressures was so much”(RO)</p> <p>“....so the whole place is tense and people are thinking whether they will get a call from HR”(RP)</p> <p>“...for the reason that you know that you may not be able to afford a lot of things, your bills, it breeds sadness, anxiety “ (RS)</p> <p>“, it was really very tough and scary because we felt the way they are going about this no one is safe”(RR)</p>	Anxiety	Survivor- Managers’ Experiences & Feelings

<p>“, it gives a kind of insecurity, and elm we can't understand what is happening or what the company is trying to do”(RH)</p> <p>“then I begin to think that nobody is safe, that is how I feel”(RJ)</p> <p>“no one wants where she will not feel secure”(RL)</p> <p>“I felt a kind of discomfort that I lost my friends whom I have been working for so long”(RN)</p> <p>“so I keep thinking if I lose my job how am going to pay house rent , what will happen to my kids who are in school”(RO)</p> <p>“...there are lots of insecurity in minds of colleagues, everyone”(RP)</p> <p>“I was feeling that I should leave before am laid off”(RR)</p>	Feeling of insecurity	
<p>“...you are confused on what your fate is with regards to your job”(RH)</p> <p>“ but the word I will like to use is that there is that feeling of uncertainty because you don't know what will happen next”(RJ)</p> <p>“, it also a period filled so much anxiety and uncertainty”(RO)</p> <p>“, nobody was aware of what was going on”(RP)</p> <p>“.....there is uncertainty”(RQ)</p>	Uncertainty	
<p>“..your motivation is down if you have a report to</p>		

<p>deliver, you delay them because you don't really have the drive"(RH)</p> <p>"...we are feeling sad that these guys appointment were terminated"(RK)</p> <p>"...but then I was sad cos I am losing my co-workers and friends"(RN)</p> <p>" , people were highly very angry, most of us were crying cos people you did not expect to be victims were affected"(RO)</p> <p>"..a lot of people felt quite unhappy about it even though they actually understood the dynamics of what was going on in the economy" (RP)</p> <p>"Now instead of doing the job we spend most of the times pursuing interviews here and there"(RR)</p> <p>" , it affected me negatively and saw the management action as deception"(RR)</p>	Reduced motivation	
<p>"...so the effort you are putting in, such things will also reduce"(RJ)</p> <p>"..so you no longer pay much attention to the work"(RK)</p> <p>"after that you feel like why am I doing this , no I don't have to do more than my contracted hours or more than what is agreed especially when you see people longer than you being laid off after 15-16 years"(RL)</p> <p>".... it usually come with negative attitude, so begin to diver your attention to other things"(RM)</p>	Reduced effort	Survivor- Managers' Attitudinal & Behavioural Responses

<p>“....my attitude was negative, it is psychological, you have to show you are not happy, coming to work late at times, not doing the work with all your mind, with your whole heart”(RQ)</p> <p>“....you believe you are working without reward, there is no encouragement, no passion in what you are doing”(RQ)</p> <p>“I felt there is no need to put extra effort as usual or go extra mile to finish certain things to meet deadline”(RR)</p> <p>“so my attitude is just do what you can, believe in the future, believe what you are and in time you will be able to sort yourself out”(RH)</p> <p>“My commitment and loyalty, yes, It is a combination of both religion and faith in God “(RH)</p> <p>“some like me felt it was time to work harder to keep our job”(RJ)</p> <p>“I was somewhat passive but I was committed, the unemployment rate is high, so if you have a job you have to keep it, the inspiration to work hard at that time was based on economic consideration”(RJ)</p> <p>“ so I was committed because I wanted to reciprocate the management trust in me”(RN)</p>	<p>Maintain Commitment & Loyalty</p>	
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<p>“....that people are committed despite of the situation they found themselves in Nigeria context will be based on a blend of level of unemployment, poverty & spirituality”(RO)</p> <p>“.....but then the loyalty wasn't the same when you have this kind of thing,”(RL)</p> <p>“.....but you find that things will suddenly pick but the commitment will not be there”(RL)</p> <p>“....so the idea of loyalty and commitment will not cross my mind at all”(RS)</p>		
<p>“And based on the tension and pressures, you start looking out for another job”(RK)</p> <p>“.....you can't really concentrate you can't really think properly and can't do anything, you are constantly look at job site”(RL)</p> <p>“.....naturally people begin to look elsewhere and then you have divided attention”(RM)</p> <p>“....if you have no assurance of your job, off course you begin to look somewhere else, you need to survive”(RM)</p> <p>“Many of us felt betrayed cos people could have started looking for jobs elsewhere”(RO)</p> <p>“....but while I am putting in my best, in my free time I am looking for another job”(RP)</p> <p>“...., I may feel that what is happening is an</p>	Exit intention	

<p>opportunity for me to start looking elsewhere”(RS)</p> <p>“.....at that point I you will start looking for another job”(RS)</p> <p>“.....also I feel like leaving the environment because I felt so bad that I don’t belong here”(RS)</p> <p>“I can’t think of leaving the job but what I do is to start looking elsewhere, because you know half bread is better than none “(RQ)</p> <p>“Most us decide to look for job elsewhere, we are anticipating we could be sacked as well, we were spending more time on job search and interviews”(RR)</p>		
<p>“ I believe it should be collective decision, in that way it give the staff a sense of understanding”(RH)</p> <p>“I think, may be there should be a counselling session”(RK)</p> <p>“.....,but if one knows ahead of time, the person will feel a bit protected or loved in the sense the person was told ahead”(RL)</p> <p>“Communication have a lot impact on experience and attitude of people”(RN)</p> <p>“.....,just an impromptu, it makes the feeling worst but if they make them understand by proper communication, obviously people will still feel the impact but the magnitude will be less”(RN)</p> <p>“.... but if they have come down and engage you for</p>	<p>Poor communication</p>	

<p>couple of weeks as it is done in the western world or months and lay down the options, I believe that would have been fantastic”(RO)</p> <p>“.....a counselling would have been perfect, although even today there are no counsellors in Nigerian organisations”(RO)</p> <p>“....., there was no formal briefing or things like that, people were anxiously making calls to HR and know what was going on”(RP)</p>		
<p>“...the moment you think of possibility of losing your job, and you remember those family obligations”(RJ)</p> <p>“...you can be considered an infidel, if you are doing fine and your family is not or suffering,”(RK)</p> <p>“...having a lot of dependants as an adult especially aging parents who are no longer active”(RL)</p> <p>“the question may be what is going to happen to my family and as such fear begins to set in”(RM)</p> <p>“....as the first son it is my responsibility to take care of my younger ones whether they are employed or not”(RO)</p> <p>“.....in Nigeria you can have your parents and grandparents coming to live with you , instead of putting them in old people’s home”(RP)</p> <p>“...we also owe ourselves and a lot of other people responsibilities , your parents relations and friends”(RS)</p> <p>“The values I uphold is that of respect, believe in</p>	<p>Extended Family Obligations</p>	<p>Survivor- Managers’ Experiences & Attitudinal Responses- The mediating(Cultural) Factors</p>

<p>family so I have to look after my immediate family and other relatives “(RQ)</p> <p>“I felt it was an opportunity to pay back my parents who have laboured for to get the best education”(RR)</p> <p>“..if I don’t have all these commitments trying to take care of my family as well as other needs, I could have resigned “(RR)</p> <p>“...you have an uncle, you have an aunty, your uncle’s children, even your neighbours, it is a collectivist culture”(RJ)</p> <p>“.... although the moral values are depreciation cos of corruption, those values are , like taking care of your relatives”(RK)</p> <p>“...you know their survival is dependent on you , you have younger ones who are still in school , they are dependent on you as well”(RL)</p> <p>“....the job you have is not for you alone, you must also use that job to support people around you”(RM)</p> <p>“....and I also have some aunties in the village that I sent money to every now and then, that is the way our culture is”(RO)</p> <p>“I have two young distant relatives of my wife with me taking care of my kids , they were equally my responsibility”(RO)</p> <p>“I also believe in collective group effort and support”(RS)</p> <p>“Then I tried to cater for them and some of my</p>		
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relatives as well”(RR)		
<p>“.....sometimes you need to back it with your religious belief, its everywhere , it cuts across the divide, east, west, north or south”(RH)</p> <p>“we know the religion is there whether, the Christianity or Islam”(RK)</p> <p>“I leave it to God, it is part of the culture, people believe in spiritual things”(RM)</p> <p>“....., a lot of things have spiritual attachment , a lot of them strive hard and pray a lot”(RP)</p> <p>“Your effort is important but it's only God that can make the difference”(RS)</p>	Belief system & Spirituality	
<p>“...you be so scared of losing your job, and you are willing to do anything because you cannot afford to fail your dependants”(RH)</p> <p>“....you look at the number of people that are depending on you , assuming it has happened “(RJ)</p> <p>“....you are thinking , you want to move, you don't want to be caught in this situation because of those people depending on you “(RL)</p> <p>“....the pressures from your direct and extended family, and it is obvious you cannot shy away from the family responsibilities”(RM)</p> <p>“we have culture of dependency, and because I was not laid off I was happy I will be able to take care of my family”(RN)</p>	Values of dependency	

<p>“...family obligations were mostly responsible for the way I felt cos I couldn’t imagine my children thrown out of school”(RO)</p> <p>“, I couldn’t imagine one of my younger one in the final year in the university told he can’t take his final year exams”(RO)</p> <p>“... , you see the need to provide for your family as number one priority in Nigeria across board”(RP)</p> <p>“as a man to be able to meet my responsibilities, it is not only to myself, it is to my family, parents, brothers and other close relatives”(RS)</p> <p>“Your parents trained you when you are young, so you have to pay back by looking after them”(RQ)</p> <p>“.....my dad was retired at that moment, my mum was a teacher earning little or less, so I have to pay their rents and stuffs like that”(RR)</p>		
<p>“.... in religion, it directs me on what to do , so my belief is hard work and let God take control of the rest”(RH)</p> <p>“.....doing that process we were praying and I will tell you that the God factor is big”(RJ)</p> <p>“The role of religion cannot be underestimated especially as I am a Christian, the challenges you are passing through”(RK)</p> <p>“.....based on the belief that in Christianity that God can always find a solution to that situation”(RK)</p>		

<p>“.....all I was doing that is praying to God and believing and trusting god that I will not be caught up or be among those who got laid off”(RL)</p> <p>“....when you remember God promises in the bible for his people, you tend to keep calm and believe that everything happens for good”(RL)</p> <p>“Our believe system is the reason why we are very tolerant instead of people taking action to seek redress, they leave it to God”(RM)</p> <p>“Religion has a big role to play especially in African culture when things happen bad or good the first thing you refer to God “(RN)</p> <p>“.....because each time I went to church I came home motivated , I got home feeling happier and lifted”(RO)</p> <p>“... Well I remember that I would have slipped into a very depressive state or mood if not for my church and my religion”(RO)</p> <p>“...so what I mean is that God is important in whatever we do here from our cultural perspectives”(RP)</p> <p>“...my mum has always reminded to put God first and this has always modelled my life attitudes”(RR)</p>		
<p>“...if I found myself in a difficult situation, I look onto him because in the past when I have been in an unpleasant situation, I believed and called upon him and he answered me”(RL)</p>	Faith in God	

<p>“... so I will say that my religion and faith in God played a vital key in keeping sane within that period”(RO)</p> <p>“... so I will say that my religion and faith in God played a vital key in keeping sane within that period”(RO)</p> <p>“..it’s obviously a trying period and for me one of the things that made us to cope is the believe that there is higher power that handles the problems”(RO)</p> <p>“...when all hope is lost then we have hope in God”(RP)</p> <p>“For me God is very important, as a Nigerian, I have faith in God”(RQ)</p> <p>“I see it as the fact man can disappoint but God cannot disappoint or fail”(RQ)</p> <p>“It really helped me going then because I felt as long as God is involved I will always have my daily bread”(RR)</p> <p>“..if you don’t have faith or stuff in God and believe as a Christian, the hatred will not allow you to do anything”(RR)</p>		
<p>“My commitment and loyalty, yes, It is a combination of both religion and faith in God “(RH)</p> <p>“...so religion is definitely a strong factor in coping with the emotions and impacts of downsizing “(RH)</p>	<p>Religious values</p>	

<p>“....being a Christian in the first place elm will guide and control you not to disobey the law or put yourself in a difficult situation”(RL)</p> <p>“Honest truth everything I do I may not be perfect but religion shapes my attitudes and behaviours in life and guide the way I treat people and react to issues such as downsizing” (RN)</p> <p>“....when I survived, there is a lot of pressure on me to achieve, so I was committed , faith has a role to play in my commitment”(RN)</p> <p>“In African it is always a survival of the fittest cos things are difficult, and obviously religion has a role as people continue to believe that one day things will change”(RN)</p> <p>“.....as for commitment I am committed always and part of my commitment is based on my faith in Christ”(RO)</p> <p>“.....because my religion tells me that whatever job you are doing do it as unto to God so that’s the principle I work with”(RO)</p> <p>“ God teaches us faithfulness and dedication”(RQ)</p> <p>“....it was my faith that kept sane at that time to be able to achieve something, it made me to be productive”(RR)</p> <p>“Nigerians we really believe in God, we have a lot of faith in God even when things are going bad”(RR)</p>		
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<p>“...there is no job security in Nigeria, yes it plays some role off-course, Nigeria environment is such that anything can happen , the economy is in bad shape”(RH)</p> <p>“Nigeria the economy is not strong so anything can happen, so this is economic factor and it affects everything helps to modify peoples attitude”(RH)</p> <p>“.... although the moral values are depreciation cos of corruption”(RK)</p> <p>“..., when you lose your job and if you don't get any job within 6 months”(RK)</p> <p>“...it was based on job insecurity , they have a role to play , and what is happening in the environment around you affects you”(RL)</p> <p>“.....that in Nigeria, there is unemployment and if you leave your job, it will take may be up to 3 years to get another job, and this increases the pressure and anxiety”(RM)</p> <p>“...the average Nigeria has no confidence in the judicial system, the reason being that the employer can influence the system if the know the judge”(RM)</p> <p>“. In Nigeria, there is favouritism, nepotism or tribalism, in Nigeria, disability is when you are not connected, when you don't know powerful people”(RM)</p> <p>“...common in Nigeria is the culture of gratification, some call it gifts, this is corruption, in some organisation people pay to get promotion”(RO)</p>	Unemployment & Corruption	
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<p>“....that people are committed despite of the situation they found themselves in Nigeria context will be based on a blend of level of unemployment, poverty & spirituality”(RO)</p> <p>“A chief executive can wake up one morning and sack anybody if you take the company to court because of the level of corruption in the judiciary, that court case can last for 20 years”(RO)</p> <p>“.....being in our country is not easy, there are no jobs and is a bit difficult”(RR)</p>		
<p>“.....in Nigeria we have the I can do attitude and it helps to achieve something once you are determined to achieve as part of the culture”(RK)</p> <p>“based on the culture of I can do or with positive attitude one can achieve success”(RK)</p> <p>“Nigerians have been ranked as the happiest people in the world. You see the level of poverty and people are still moving on with life, so you try to build that around you”(RK)</p> <p>“...employers don’t, uphold the letter of agreement because they know that an average Nigeria does not want to go to court”(RM)</p> <p>“Nigeria is a very tolerant society and people can just accept a lot of things; they just accept things and make a blanket statement.... Well... well God will take control”(RM)</p>		

Appendix 10: Table of Themes for Stage 2

Specific Themes	Top-Level Themes
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Anxiety Feeling of insecurity Uncertainty Reduced motivation Poor communication	Survivor-Managers' Experiences & Feelings
Maintain commitment & Loyalty Reduced effort Exit intention	Survivor-Managers' Attitudinal & Behavioural Responses
Extended family obligations Belief system & Spirituality Values of dependency Faith in God Religious Values Unemployment & Corruption	Survivor-Managers' Experiences & Attitudinal Responses- The mediating (Cultural)Factors